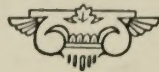


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THESIS
Pre-Employment Procedures in Department Stores
A Survey and Analysis
by
Leon Gregory Nagler
(B.S. Boston University 1953)
Submitted in partial fulfillment of
the requirements for the degree of
MASTER OF BUSINESS ADMINISTRATION
1954

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I. INTRODUCTION

Everyone goes to a department store at one time or another in his life, but how many have ever wondered just why this particular person was waiting on them or how the various goods had been assembled there for them to choose? The marketing procedure is a long and complicated one, requiring specialized training for most involved in it. The department store of today has exhaustive training procedures to insure efficient marketing procedure, but it could well lose the benefit of good marketing methods if it chose to train the wrong people.

A grouchy salesperson, a shipper's mistakes, the wrong type of goods - all these and many more can lead to loss of sales and possibly loss of customers. The problem of trying to make sure that these things will not happen belongs in a large part to the personnel department, through personnel training, to a large degree; but it is my feeling that the solution lies more in the field of better personnel selection, a thorough and complete pre-employment procedure.

Though there may be different problems between industry and merchandising, in personnel selection, the basic one is the same: the "right man" for the particular job. In department stores, however, a problem of equal importance is often shown: public relations. In industry the average worker never comes in contact with the consumer, whereas in department stores he does. Who has never overheard a customer

say, "I'll never come in here again." Statements like this one can quickly multiply; mathematical progression will slowly but surely take its toll of the store's customers. Still, with this added problem, no work of any importance has been done in department store pre-employment procedures (as compared to industrial pre-employment procedures). The personnel programs of the stores have been studied and restudied, but not the actual employment procedure. It is this task, the study of the pre-employment method, that is undertaken here.

As of November, 1948, there were more than 830,000 people employed in 2,590 department stores across the country. By this time the number has surely increased, due to: an increased population and income and the establishment of new suburban outlets. The exact number employed, however, can never be exactly counted for no other employment group carries as many part time and temporary employees as department stores. Also, department stores offer the largest opportunity for turnover of any other business group in the country.*

Due to the lack of written material on the subject the approach must be via the case-study method. Five Boston department stores have been selected for observation and study. Due to the wish of one of these stores to remain anonymous, I have decided to keep the names of all anonymous, for not to do this would give away the name of the one expressing the

wish of anonymity. **GORDON'S DEPARTMENT STORE**

The integration of these observations and the added use of writings on interviewing, job evaluation, information forms, testing, personnel administration, and industrial psychology will make up the body of the text. It is the belief of the author that the most important part of personnel administration is personnel selection - hence the basis for the topic "Pre-Employment Procedures." Each step of the selection procedure will be discussed and evaluated, and finally conclusions will be presented.

Reviews the interviewer's completely solid that is, there are no forms or supplementary information aside from the applicant's blank. No opinions reached by the interviewer are written down until the interview is completed and the applicant has left the office. This procedure is wise, eliminating any quick and often false judgments, both to the store's and the applicant's disadvantage.

The personnel office itself does not keep a direct follow-through on those hired for the thirty day trial periods. Instead, there is a personnel representative in each merchandise division to handle all problems that may arise.

There is very little checking, if any, of the references and former job listings that appear on the application forms. The vendors pay the store's station paper, time, and money including lists of the application forms that are ignored.

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II. GORDON'S DEPARTMENT STORE

A. General Information

The personnel office staff consists of nine people: a personnel director, who is a member of management, and her secretary; the employment manager and his secretary; the assistant employment manager; a receptionist; a records clerk, who also supervises and scores tests; and a girl who comes in only on Saturdays to relieve the receptionist on her day off and to handle the time cards.

During the interviews the interviewer works completely cold; that is, there are no forms or supplementary information aside from the applicant's blank. No opinions reached by the interviewer are written down until the interview is completed and the applicant has left the office. This procedure is wise, eliminating any quick and often false judgments, both to the store's and the applicant's disadvantage.

The personnel office itself does not keep a direct follow-through on those hired for the thirty day trial periods. Instead, there is a personnel representative in each merchandise division to handle all problems that may arise.

There is very little checking, if any, of the references and former job listings that appear on the application forms. One wonders why the store wastes paper, time, and money including items on the application forms that are ignored.

No physical examinations are given employees except where required by law, as is the case, for example, with elevator operators and those handling food.

Gordon's has a large turnover, which is due to the seasonal nature of the work. However, among those hired for other than a seasonal basis, the turnover is comparatively small. The payroll generally averages between twelve and fourteen hundred persons; during peak seasons this figure may rise as high as sixteen hundred. In the course of a year approximately three thousand people are hired.

For the main part, personnel are procured through advertisements in the Boston and suburban papers and through employment agencies. The latter is usually preferred for executive and higher paying positions, for the agencies eliminate a large amount of screening on the part of the personnel office. Those who come directly to the personnel office on their own initiative looking for jobs constitute a vital but less important labor source.

The job needs for the store are ascertained through a job requisition form (shown in Figure Ia) filled out by the department(s) needing additional personnel. The personnel office uses the requisition forms both as a check on the job requirements and to help keep their "Current Opening List" (Figure Ib) up to date. This list is revised and brought up to date at a minimum of once a month.

The application blanks of those who favorably im-

pressed the interviewer but for whom no jobs are immediately available are kept on file. This file is cleared out every three months. The applicants are told this and if they do not hear from the store within this length of time they are expected to contact the store again if they are still interested.

B. The Personnel Office

The personnel office of Gordon's Department Store is located in its main building on the tenth floor. It is easily accessible from the street by elevators, the doors of which open directly into the office corridor. At the end of the corridor is the receptionist's desk. To her right is a swinging door allowing admittance to the interview and testing rooms.

There are three writing chairs opposite the receptionist and three ordinary chairs at a counter along the wall. The office is painted a sky blue, as are the pipes that run across the ceiling. Farther on, in a line with the counter, are two candy machines. There is no water fountain.

Also located on the same floor as the personnel office is an employee's rest room and there are employees constantly coming and going. This added to the constant noise of the elevators and what seems a continuous telephone ringing leads to a first impression of chaotic noise - which is not diminished but rather added to as more noises are distinguished through the duration of one's visit. This factor, coupled with

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There are three waiting chairs opposite the receptionist and three ordinary chairs at a counter along the wall. The office is painted a sky blue, and the glass that runs across the ceiling. Farther on, is a line with the counter, are two candy machines. There is no water fountain. Also located on the same floor as the personnel office is an employee's rest room and where are employees constantly coming and going. This added to the constant noise of the elevators and what seems a continuous telephone ringing leads to a first impression of chaotic noise - which is not dissipated but rather added to as more noises are distinguished through the confusion of one's field. This factor, coupled with

the rather noticeable need for either a good wall washing or a new coat of paint, can lead the prospective employee to begin to wonder seriously whether he would really care to work for a concern which seems split by chaos and does not care too much for its appearance.

As in any enterprise with a large and constant labor turnover the number of applicants that may appear at the office at any given time varies and with a large group there must be some waiting for interviews. I am afraid it will be rather uncomfortable waiting in Gordon's personnel office.

C. The Role of the Receptionist

At Gordon's we find a college graduate sitting behind the receptionist's desk, who majored in personnel administration and is more than qualified to handle her job. Her duties consist of giving out application blanks and answering the phone. She is very polite and I feel she offsets to a great extent any harmful impressions that the office itself may have brought on.

As to screening the applicants, her role is a slight one. She will reject applicants only on the following bases:

1. physical handicaps
2. lack of job openings for those seeking a specific job
3. those giving an immediate impression of rowdiness and bad manners - referring specifically to teenagers.

the rather polished need for either a good well wearing or a new coat of paint, can lead the prospective employee to gain to wonder seriously whether he would really care to work for a concern which seems only by chance and does not care too much for its appearance.

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As to screening the applicants, her role is a slight one. She will reject applicants only on the following bases:

1. Physical handicap
2. Lack of job experience for those seeking a specific job
3. Those giving an immediate impression of slovenliness and bad manners - referring applicants to temporary agency.

Although she may reject the first two categories, she would still have them fill out applications and perhaps ask a few pertinent questions. This application would be filed and not discarded.

Once the application is completed, it is the receptionist's duty to check it for form and to make sure that all parts of the application blank have been filled in. The application blank must have been filled out and be in proper form before the applicant has any interviews.

Due to her previous background and training the receptionist is also able to give interviews and supervise testing, if the need should arise.

D. The Information Forms

At Gordon's the applicant is required to fill out only one simple application form before being interviewed. The form asks only for pertinent information and takes but a short time to fill out. Asking only for the most necessary information, the form is not only an advantage for the applicant but also proves one for the interviewer: he is able to use it as a quick and simple guide in his interviewing.

The form used is illustrated in Figure II.

E. The Employment Interview and Post Interview Procedure

Having filled out the application form properly, the applicant is then either interviewed immediately or, in some cases, an appointment may be made for the applicant to come back at a date in the near future for his interview.

Although she may reject the first two categories, she would still have been left out completely and perhaps ask a few pertinent questions. This application would be filed and not discarded.

Once the application is completed, it is the respondent's duty to check it for facts and to make sure that all copies of the application have been filed in. The application blank must have been filled out and be in proper form before the applicant has any interview. The respondent is also able to give information and answer questions. It is the respondent's duty.

D. The Interview Form

At the time the applicant is required to fill out only one single application form before being interviewed. The form asks only for pertinent information and takes but a short time to fill out. Another copy for the respondent's information, the form is not only an advantage for the applicant but also proves one for the interviewer. He is able to use it as a guide and checkmate in the interviewing. The form used is illustrated in Figure II.

E. The Employment Interview and Post Interview Procedure

Having filled out the application form properly, the applicant is then either interviewed immediately or, in some cases, an appointment may be made for the applicant to come back at a date in the near future for his interview.

The staff has four people who may interview the applicant; they are the personnel director, the employment manager, the assistant employment manager, and, in cases of emergency, the receptionist. Of these the assistant employment manager is the one who handles the larger part of the interviewing load.

Each of the possible interviewers has his own office and all interviews are privately carried out there, except the interview test, which will be explained later. The interview and post-interview procedures may be broken down into six different job types. These are:

1. For Selling Positions

In this interview the interviewer is looking for specific traits in the applicant; the first is the applicant's appearance. Is she presentably dressed, are cosmetics used tastefully, is she clean, etc. This initial check for the applicant's appearance may decide the applicant's fate almost immediately if her appearance is poor, for the interviewer must judge how she will impress the buying public. This last point is applicable to all the traits looked for in a salesperson, for she is the store's public relations representative with its customers and good or bad sales personnel can be the difference between success or failure for a retail store.

Second, is the applicant able to talk easily and freely? Does she give the impression that she will be able to talk to customers and not be afraid of them? Third, from

the applicant's past experience and other facts, will the applicant actually be able to sell? And fourth, is the applicant seeking a permanent job or does she have a record for job-hopping which she is unable to explain satisfactorily?

Also discussed during the interview are the various job openings which the applicant may be qualified to fill.

If the applicant is passed by the interviewer and is willing to accept employment, there are two procedures which may be followed, the difference being at which stage the interview test is taken. In procedure A the department supervisor where the applicant is to work comes to the personnel office, meets the applicant and escorts her to the department. Here she is introduced to the buyer for whom she will sell, and if both he and the supervisor pass her, she is given the interview test. In procedure B the applicant takes the interview test before meeting either the supervisor or the buyer.

If the applicant passes the test favorably and has been accepted by both the future supervisor and buyer, she is given two days of training in sales techniques and store policies. She is then placed on a thirty day probationary period, at the end of which time she is placed on the permanent payroll. However, there is another interview before she is actually placed on the permanent payroll. At this time the interviewer checks to see that everything is going well and discusses salary and job benefits, to be sure that the applicant has no questions as to her future status.

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If the applicant passes the test favorably and has

been accepted by both the future supervisor and buyer, she is given two days of training in sales techniques and store policies. She is then placed on a thirty day probationary period, at the end of which time she is placed on the permanent payroll. However, there is another interview before she is finally placed on the permanent payroll. At this time the interviewer checks to see that everything is going well and discusses salary and job benefits, to be sure that the applicant has no questions as to her future status.

2. For Stock Positions

Here the interview is not so thorough on the same points that were stressed for the applicant for a sales position, for traits must be assigned weights according to the situation and not on a static continuum which is the same for all. The interviewer checks for dependability and for the applicant's future with the company. Once satisfied that the applicant is worthy of employment the interviewer has the supervisor of stock personnel come to the personnel office. Both then continue to discuss the job, its duties and requirements, with the applicant. If he now satisfies both interviewers he is hired for a thirty day probationary period, and will be placed on the permanent payroll if he satisfactorily fulfills his job. There are no employment tests involved in stock hiring.

3. Hiring For the Restaurant

The techniques and procedure used are the same as for the stock positions.

4. Hiring For the Warehouse

Here a preliminary interview is held at the personnel office and, hingeing on its outcome, the applicant, if satisfactory, is interviewed by the warehouse manager. If the applicant is satisfactory to both he is placed on the temporary payroll for thirty days, at the end of which time he has a final interview and is placed on the permanent payroll.

2. For Stock Positions

There the interview is not an interview on the same points that were discussed for the applicant for a sales position. The facts must be reviewed with regard to the situation and not on a point-to-point basis in the way that all the interview should be for the applicant and for the applicant's future with the company. Once satisfied that the applicant is worthy of assignment the interview should be a review of stock positions and the applicant's record. Both the applicant to discuss the job, the duties and responsibilities with the applicant. If the applicant is not satisfied with the job he is given for a trial by probationary period, and will be placed on the permanent payroll if he satisfactorily fulfills the job. There are no assignments to be involved in other hiring.

3. Hiring for the Restaurant

The restaurant and other areas need the same as for the stock positions.

4. Hiring for the Warehouse

There a preliminary interview is held at the warehouse office and, depending on the outcome, the applicant is interviewed by the warehouse manager. If the applicant is satisfactory to both he is placed on the temporary payroll for three days, at the end of which time he has a final interview and is placed on the permanent payroll.

5. For Clerical Positions

The term here designates positions in the charge of office. The applicants are interviewed on a general basis and the interviewer is looking for such traits as appearance, general attitude, self-confidence, and future potential.

If the interview results are favorable, the applicant is given two tests to ascertain her clerical ability. (See Figure III.) There is no set score for hiring, but there is a standard score below which no applicant will be employed. If the applicant's score is acceptable she speaks with either the office manager of the charge office or her future immediate supervisor. She must be accepted by him in order to be hired. Once hired she is placed on the temporary payroll for thirty days. At the end of this time, if she works out satisfactorily she has a final interview and is placed on the permanent payroll.

6. Merchandise and Service Clericals

The term here designates positions either with a buyer or with the adjustment office staff. The interview itself follows the same general pattern as is used in interviewing for the clerical interview.

If the interview results are favorable, the applicant takes three tests - the Wonderlic Personnel Test (Figure IV) and the same tests given the other type clericals. After completing the tests the applicant again speaks with the interviewer and the test results are discussed. If the results are favorable, the applicant is further interviewed by his future supervisor,

2. For Clinical Positions

The term here designated positions in the category of-

lice. The applicants are interviewed on a general basis and the interviewer is looking for such traits as appearance, general attitude, self-confidence, and future potential.

If the interview results are favorable, the applicant

is given two tests to ascertain her clerical ability (See Figure III.) There is no set score for hiring, but there is a

standard score below which no applicant will be employed. If the applicant's score is acceptable she speaks with either the office manager of the charge office or her future immediate

supervisor. She must be accepted by him in order to be hired. Once hired she is placed on the temporary payroll for thirty

days. At the end of this time, if she works satisfactorily she has a final interview and is placed on the permanent payroll.

3. Merchandise and Service Clericals

The term here designated positions either with a

buyer or with the adjustment office staff. The interview itself follows the same general pattern as is used in interviewing for the clerical interview.

If the interview results are favorable, the applicant

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the tests the applicant again speaks with the interviewer and the test results are discussed. If the results are favorable, the applicant is further interviewed by his future supervisor.

either a buyer or the adjustment office director. If the applicant is acceptable to them he is placed on the temporary payroll for thirty days. At the end of this time, if everything has gone well, there is a final interview and he is then placed on the regular payroll. *division. However, the*

7. Hiring For the Merchandise Division *divisional manager.*

7. Hiring Here, for the first time, the applicant may be interviewed by either the assistant personnel manager, the personnel manager, or the personnel director. The interview follows the same general pattern as is used in interviewing for the clerical positions. However, this interview lasts longer, for the interviewer attempts to get a deeper insight into the applicant.

After the interview they take the same tests given the merchandise clericals, plus an "interview test" (Interaction Chronograph). This latter test is given by appointment only and is explained in Appendix A. After the test results are ascertained the interview is continued and now the discussion is centered around job fitting and a particular job in the merchandise division. Following this the applicant speaks to his future buyer, two or three divisional managers of his department, and, in some cases, to the general manager. His possible hiring depends on his test results and the impression he leaves these people with; if they are satisfied he has a final interview and is hired for a thirty day trial period. At the end of this time, if he has proven satisfactory

he is interviewed once more and placed on the permanent payroll.

8. Hiring For the Training Program

The technique and procedure here are similar to that for hiring for the merchandise division. However, the applicant may only speak with one divisional manager.

9. Hiring For the Branch Stores

The branch stores do their own hiring with two exceptions. One, the salespersonnel must be interviewed at the main office before being put on the permanent payroll. Two, all applicants for executive positions are hired through the main office.*

These applicants for whom no immediate jobs are available are not given false hopes. They are told that should any positions become open they may be contacted. Their applications are placed in a file which is checked monthly. For those showing exceptional ability each interviewer keeps a private file and this is checked almost daily to see if there are any openings available for them. This seems a better procedure than that used by Gordon's in this way good people are not left by the wayside.

Job openings come to the attention of the employment manager by either of two methods: the requisition for employees

III. TEAL'S DEPARTMENT STORE

A. General Information

The personnel staff of Teal's is headed by a personnel director who is a member of management. Reporting directly to him are three department heads: the supervisor of the clinic, the director of training, and the employment manager. It is under the direction of the employment manager that we find the employment interviewer and the receptionists. There are two employment interviewers, a man and a woman, each interviewing members of their own sex.

There are approximately four thousand people on the store's payroll. In addition to these there may be a seasonal addition of upwards of two hundred personnel at any time. In the course of a year five thousand applicants may be interviewed between the two interviewers.

Those applicants for whom no immediate jobs are available are not given false hopes. They are told that should any positions become open they may be contacted. Their applications are placed in a file which is cleaned monthly. For those showing exceptional ability each interviewer keeps a private file and this is checked almost daily to see if there are any openings available for them. This seems a better procedure than that used by Gordon's; in this way good people are not left by the wayside.

Job openings come to the attention of the employment office by either of two methods: the requisition for employees

(Figure V) or the requisition for specials (Figure VI). The requisition for employees is filled out either when a department needs new employees or when it already has an employee but wishes to put him on the regular payroll. The requisition for specials is used by those departments having a steady force of special help and are using the form merely to get their personnel their weekly time cards. However, it is also used in cases of sudden need for a large amount of non-regularly scheduled special help; e.g., stocktaking, in order to facilitate employment office records.

Personnel for these job openings are procured mainly through the "drop-in" applicants. Other sources are interviews and talks at the local high schools and from the eastern colleges. Advertisements in the local papers are used seasonally, and although employment agencies as such are not used, the state employment agency is used occasionally.#

B. The Personnel Office

Teal's personnel office is located on the store's second floor. It is accessible either directly from the street or through the main store. The office is a large square with the direct entrance and the store entrance in the middle of the square and opposite each other. The receptionist's desk is at one end of the square behind a railing. There are two desks and both are occupied by receptionists a major portion

#These requisitions are only for the lower rank and file jobs or jobs which no one already in the store can fill. Otherwise job openings are filled by promotion from within.

of the year and on all Saturdays. Behind the receptionist's desk there are three private offices. Two are for the interviewers and one is used as a file and record room. The office is done half in a very tasteful gray and the other half is a red print wallpaper with blond wood paneling. Along one wall there is a counter for filling out the various application forms. To the right of the counter are employee notices and sample application forms filled out correctly, and two chairs. In the middle of the room there are two lounges back to back and the space between them, at the top, is paneled to form a shelf; here a few magazines are kept for those who may have to wait for their interview. There is a water bubbler to the left of the entrance from the store.

In a corridor formed by the direct entrance to the office are offices for the rest of the personnel department and the record rooms.

C. The Role of the Receptionist

The receptionist, or receptionists, depending upon the season of the year, at Teal's, acts first as a general buffer to the seeking public. As one of the largest department stores in Boston, there is continuously a large group of applicants seeking employment. It is up to the receptionist to screen the undesirables before they have filled out application forms, saving the store both money and time. The receptionist will reject only on the basis of rowdiness; e.g., derelicts, drunkards, etc. It is the store's policy to see all

those who apply, thus showing a more liberal attitude than Gordon's, which rejects those physically handicapped.

Also an important part of the receptionist's job is the making out of the temporary employment cards. The store has a policy of using a large percentage of their lower job classifications on a temporary basis. These include such jobs as stock boys, bundle clerks, salesgirls, etc. These personnel come in only a few days a week or only a few hours each day and the filling out of their time cards is the duty of the receptionist.

D. Information Forms

The applicants are asked to fill out an application form for temporary employment (Figure VI). This form is filled out by all applicants except those applying for the training program. Some applicants will fill out both the temporary application and also an application for regular employment (Figure VII) at the same time. This latter procedure is followed when there are permanent job openings requiring specific job skills, or when there are a large number of permanent job openings available.

The temporary job application blank is very short and concise and asks only for relevant information to aid both the applicant and the interviewer. The application for permanent employment is much more thorough, for the final employment interview is more extensive than the preliminary interview and more information is needed to adequately carry on the interview.

Also helpful in the final interview and job placement is the personal status form (Figure IX). This is filled out by the department head when an employee is being considered for the regular payroll.

E. The Employment Interview and Post-Interview Procedure

1. For Sales Positions

a. Schedule of Applicant's Processing:

- (1) Applicant Inquiry - Receptionist - Reject, or
- (2) Applicant given Application for Temporary Employment
- (3) Preliminary Screening by Employment Department Interviewer - Reject, or
- (4) Sent to Department Head wherever qualifications meet specifications as outlined on open requisition form and as further detailed on Job Specification forms in the Employment Office. Department Head interviews for specific job qualifications: skill requirements, experience desired, and personality characteristics.
- (5) After Department Head interview, applicant returns to the Employment Office Interviewer for courtesy interview (reject) or for temporary trial assignment in sales in the Department accepting. Security check is made at this point.
- (6) As temporary salesperson, performance can be observed for several days before Department Head, with Division Head approval, indicates he is considering person for regular employment status.

(7) After such notification, the temporary employee is asked to fill out the Application Form for regular employment.

(8) A detailed employment interview is given at this point, requiring particularly a specific accounting of the person's history at school and at work and in the community. The purpose - to determine the applicant's "can do" and to discover enough about his motivations to project what he will do under the employment conditions at hand. The interview follows patterned interview techniques, except that it does not inquire into family and financial affairs. Rejection for Regular Employment can take place here.

(9) The Temporary Employee is sent to the Office of Employment Security, Commonwealth of Massachusetts, for Testing. (Note: No rejection because of testing obtains at present; the store is currently conducting a validating study of data derived from test results of several months to determine cut-off scores.)

(10) The temporary employee is sent to the Clinic for Pre-Placement Physical Examination - can also be rejected here.

(11) Job Assignment interview - takes place. Unsatisfactory reference check can be reason for reject even after assignment. (Note: 98% of all sales personnel hired are tried on a temporary employment basis, to provide some proof beyond estimate of employee performance.

(a) The new employee is checked for performance

after 30 and 90 days on the regular payroll.

b. Type of Information obtained from Applicant:

Covers information about schooling, work experience, activities and interests, special skills, health, and motivation.

c. What interviews are conducted and what are the purposes of the interviews?

(1) Screening Interview - to make initial estimate of desirability and to determine the advisability of continuing other steps in the application procedure. To classify for Job Suitability on a broad classification basis.

(2) Department Head Interview - to determine the specific suitability for a definite assignment.

(3) Employment Interview - to check as completely as possible the history of the person, ascertain motivation so as to predict within reasonable estimates developed out of a study of passed facts how the person will perform on a given assignment under particular environmental factors.

(4) Job Assignment Interview - takes place on assignment for temporary and also for regular placement - Gives information about the store (policies, rules, practices, benefits) and to answer any questions of the person being assigned.

(5) Courtesy Interview - given to rejects, to enhance public relations position of the Company.

d. What specific characteristics and qualities of the Applicant are considered?

Interest in selling

Personality

Personal appearance - neatness and poise

Health - vigor and alertness

Willingness to work

Facility in working with people and meeting people, courteous
and cooperative

Ability to express oneself effectively and convincingly

Intelligence

Honesty, dependability, accuracy

- e. What, specifically, are the qualifications that you
look for in an Applicant, which qualities must be met
for employment and which do not?

Qualifications Essential

Interest in Selling

Personality

Neatness and Poise

Honesty; dependability and
accuracy

Courteous and Considerate

Willingness to work

Health - vigor and alertness

Intelligence

Qualifications Desirable

High School Graduate

Selling Experience

Maturity

Facility with speech

- f. What placement or personality test is given to Applicants?

Through the Division of Employment Security, Commonwealth of Massachusetts, three tests are given to Sales Applicants:

(1) Interest and Personality

Series of questions about preferences for - occupations, kinds of people, and activities. Questions relating to one's personality - things one does sometimes, seldom, quite often, always, never.

(2) Arithmetic (Numerical)

Reasoning

Computation

(3) Vocabulary

Copies of these tests are restricted by law and could not be obtained. Instructed to advise that they can be reviewed at the office of Employment Security in Cincinnati, by asking for the "Combination Blank for Salesperson" Battery B-1; B-64.[#]

2. For Stock Positions

In this category there will be included not only stock but also markers, bundle clerks, and jobs of a similar nature. The procedure is of the same basic set-up as for sales personnel except that it omits step (9) in the schedule of applicant's processing: the applicant is not required to take any tests.

3. Hiring For the Training Program:

The procedure again follows that used for sales personnel except that:

- a. The trainee is hired directly to the regular

[#]From a report by the personnel director

payroll and hence does not fill out an application for temporary employment.

b. Instead of being interviewed by a department head he is interviewed by three divisional managers (two merchandising and one operational) and the head of the training program.

c. The trainees do not, as a rule, take the store physical.

d. The trainee does not take the same tests given the sales personnel. However, he is given a test for general mental ability (Figure X).

4. Hiring For the Branch Stores

Those at a great traveling distance from Boston hire their own personnel. If the branch store is within commuting distance of Boston, the hiring is done at the main store.

5. Hiring For the Merchandise Division

This is never or rarely done. The store feels that it is able to attract and hire high caliber men for their training program and this plus the store's training program should be sufficient to provide the store with capable merchandising men.*

IV. MASON'S DEPARTMENT STORE

A. General Information

The personnel department of Mason's Department Store is headed by a personnel director, who is also a member of management; he is one of the store's five vice-presidents. Reporting directly to him is an employment manager who has two interviewers under his direction. These interviewers handle the vast bulk of the interviewing except in the hiring of applicants to the training program or directly to the merchandise division. These latter applicants are interviewed by the employment manager. Also an integral part of the personnel office are four clericals whose job it is to verify all information put on the application blanks by the applicant. The office also has a receptionist.

As one of the largest department stores in Boston, Mason's personnel office handles approximately seven thousand job applicants per year. As is the case with all department stores, the number of persons employed at any given time fluctuates with the seasonal market demands on the store. Due to this, the office staff may, at times, expand to include four instead of only two interviewers.

The personnel office will not hire anyone until it has received a duly authorized requisition form for new employees (Figure X). This one form may be used when requisitioning either full time or temporary help. The application blanks of those for whom there are no immediate openings are kept on

file. This file is cleaned out once a month and those applications which have been in the file a month without any job openings appearing are discarded. Exceptions may be made in the case of applicants of very high or exceptional ability. This copies Teal's method.

Whenever possible, job openings are filled from within; however, in most instances this is not possible, especially with the lower job classifications, where most of the job openings occur. To further foster employee morale, the store attempts to hire former employees and friends of present employees at all times. Other sources used by Mason's are the local high schools and the eastern colleges, and seasonal advertising. These sources are augmented by the "drop-in" applicants found in almost all personnel offices.

No physicals are given except where required by law, as where the job may require lifting of heavy weights.

B. The Personnel Office

Mason's personnel office is located on the second floor of a building directly across from the store. Also sharing space here is the training office. There is an elevator in the building but there is also a large sign informing applicants that the elevator does not stop on the second floor.

The office is the largest personnel office of any department store in Boston. In order to describe it I shall have to divide the room into three parts, with parts one and

three of the same size and the middle section slightly larger.

The front section of the office is set up primarily to handle large influxes of job applicants. There is a long counter set up with partitions on both sides so that the applicants may fill out their forms in semi-privacy. On both sides of the room there are four rows of benches where the applicants may also fill out their applications and wait to be interviewed. At the head of this section is the receptionist's desk. Behind the receptionist's desk is the second section of the office. Here, enclosed in a large square, are the offices of the employment interviewers, the clericals and the employment files. This middle section is also used as an information center for those already on the payroll, in regard to any questions they may have. The third section holds the offices of the employment manager and two staff assistants of the personnel department. Against the wall are eight leather chairs to seat those waiting for interviews.

C. The Role of the Receptionist

Due to large numbers of applicants continuously appearing at Mason's receptionist desk, the receptionist has only two real duties to perform in order to fulfill her job. One is to hand out the application forms, the other to check to see that they have been filled out properly. Although the task seems simple enough it is quite adequate to keep the girl busy most of the season. During seasonal lulls in activity she will help with the clerical work of the departments.

The receptionist is usually an executive trainee.

D. Information Forms

All job applicants at Mason's fill out the same application blanks (Figure XII), whether for regular or temporary employment. The application blank is the largest and most thorough of those used by any Boston department store. The reason for its great length and thoroughness is that it is used extensively in the interview procedure. The interviewer uses a "Guide To The Employment Interview" (Figure XII) during the employment interview and it draws heavily from the application blank for its information.

E. The Employment Interview and Post-Interview Procedure

1. For Sales Positions

After having correctly filled out the application form, the applicant is interviewed by the hiring supervisor. The traits looked for during the interview are shown in Figure XIII. All applicants are tested for both general and special traits. Copies of the tests are not available, for they were made up by the store and have not as yet been validated. If the interview proves successful the applicant is tested and is then "booked in" by a clerical. A definite time is set for the new employee to receive training in selling and store policies; this lasts three days. On the second day of the training period she is shown through the store. On completion of her training she is taken to the supervisor of the department where she will work, and is left in the supervisor's care.

All sales personnel are hired on a probationary period and if proven satisfactory, they are placed on the regular payroll.

2. For Stock Positions:

The procedure followed for applicants for stock positions is the same as that for sales except that the tests are different and the training consists of a one-hour orientation lecture.

3. Hiring For the Training Program

Applicants for Mason's training program follow the same procedure outlined for sales applicants, with three exceptions:

- a. Training applicants are hired directly to the regular payroll.
- b. Training applicants are interviewed by five executives. They are three vice-presidents, the employment manager, and the training director.
- c. The tests given the training applicants are of a more difficult nature.

4. Hiring For the Branch Stores

Each branch of Mason's operates as a separate unit from the main store and does its own hiring for all except the executive positions. These latter positions are filled by men who have been hired and trained in the main store.

5. Hiring For the Merchandise Division

This is never or rarely done. The store feels that adequate care and thought in hiring coupled with an adequate

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a more difficult nature.

4. Hiring For the Branch Stores

Each branch of Mason's operates as a separate unit from the main store and does its own hiring for all except the executive positions. These latter positions are filled by men who have been hired and trained in the main store.

5. Hiring For the Merchandise Division

This is never an easy task. The store feels that adequate care and thought is being coupled with an adequate

training program should be able to provide the store with capable executives. However, this does not mean that Mason's would turn down a top flight executive who might apply for a position.*

program as such. However, their hiring technique is not a decentralized one. All the hiring is done through one man, the store superintendent. He is in direct charge of all hiring through the store. He bases his hiring not on job requisitions but rather on cost figures for each department, and values his own judgment and knowledge above that of the department supervisor and buyers.

The store's payroll fluctuates between five hundred fifty and six hundred seventy-five employees. This staff is augmented by approximately one hundred personnel during the Christmas season. Also a part of the store's payroll are co-operative students from local high schools and Northwestern University. These co-operative students may act as Robbin's training school, for they have no mutual training program. Openings at the executive level are filled either from within or, if need be, the outside. Applicants for these latter positions are interviewed and hired by the store's general manager. Applicants are not required to undergo any physical or mental examinations.

Robbin's has a comparatively small turnover for a department store and since the recruitment records are not large. When new employees are needed, they are recruited in

* 23. A number of employees through advertisements in the local papers, from agencies (both governmental and private), pro-

V. ROBBIN'S DEPARTMENT STORE

A. General Information

Robbin's Department Store has no personnel office or personnel program as such. However, their hiring technique is not a decentralized one. All the hiring is done through one man, the store superintendent. He is in direct charge of all hiring through the store. He bases his hiring not on job requisitions but rather on cost figures for each department, and values his own judgment and knowledge above that of the department supervisor and buyers.

The store's payroll fluctuates between five hundred fifty and six hundred seventy-five employees. This staff is augmented by approximately one hundred personnel during the Christmas season. Also, a part of the store's payroll are cooperative students from local high schools and Northeastern University. These cooperative students may act as Robbin's training squad, for they have no actual training program. Openings at the executive level are filled either from within or, if need be, the outside. Applicants for these latter positions are interviewed and hired by the store's general manager. Applicants are not required to undergo any physical or mental examinations.

Robbin's has a comparatively small turnover for a department store and hence its recruitment demands are not large. When new employees are needed, they are recruited in one of a number of ways: through advertisements in the local papers, from agencies (both governmental and private), pro-

motion from within, friends of current employees, and "walk-ins" from the street.

B. Hiring Procedure

Hiring is basically the same for all positions and follows this procedure: A receptionist, who serves both as general office secretary and employment receptionist hands out the application forms (Figure XIV) and checks them. The applicant is then interviewed by the store superintendent. He is looking for general traits, such as appearance, voice, etc., and also experience factors, especially in the same type store as Robbin's. Upon successfully passing the interview, the applicant is taken charge of by the receptionist, who brings the applicant to his new supervisor and introduces them. The applicant is placed immediately on the regular payroll; there is no trial period. There should be. A great deal of unnecessary embarrassment and waste of time are avoided if both the applicant and the store have enough time to decide upon mutual satisfaction, with no definite agreement made until this deciding period has ended.

C. The Information Forms

The application blank used by Robbin's department store is the shortest of any of the Boston department stores, if not all stores in the entire city. The form does not ask for one bit of extraneous material and is completely functional. It is a matter of ease and simplification for both the applicant and the store superintendent.*

VI. KOLE'S DEPARTMENT STORE

A. General Information

A departure from the centralized or semi-centralized programs of the preceding four stores is the reason for the inclusion of Kole's in this study. Applicants are hired here by the various department managers, a completely decentralized personnel program. There is no personnel office for the whole store, but rather those seeking jobs apply directly to the department head where they want to work.

B. Office Positions

Applicants for office positions in Kole's are directed to the fifth floor, where the credit and general offices are located. Upon inquiring of the receptionist (who is also the receptionist for the credit and general offices, but acts as general receptionist for those seeking jobs, information, etc., as well) as to job openings the applicant is given an application form (Figure XV) and is led to a small private office where she fills out the form. After completing the form, the applicant is interviewed by the office manager. He checks for background, ability to do the job, and then explains what the duties of the applicant's job might be. If the applicant passes the interview, she is then interviewed by her future supervisor. Here she must again prove herself capable of fulfilling the necessary job requirements. If she proves satisfactory to the supervisor, she is sent back to the office manager for final hiring.

All those hired are on a temporary basis for a period of from three to four weeks. No mental or physical tests are given the applicants.

C. Sales Positions

The department managers of each of the selling departments are in complete charge of the hiring of their personnel. One point should be made clear here; there is very little employee turnover. This is the rare exception rather than the rule in department stores. The procedure used by the department head of men's furnishings is "If I like your looks I hire you." After this thorough analysis, the newly hired employee fills out an application form (Figure XV, which is the same form filled out by those seeking office positions). The same general type of procedure holds true for the other department managers.

The reason for the low turnover mentioned above is definitely not due to this hiring procedure but rather to two factors. One, the store tries whenever possible to fill vacancies in its sales force with good sales personnel who have already proven themselves in other department stores; and two, all sales personnel are paid on a straight five per cent commission basis.

D. Hiring For the Merchandise Division

Kole's has no training program and when vacancies arise they normally are filled from the outside. Applicants are hunted for in the other department stores in the area.

All those listed are on a temporary basis for a period of from three to four weeks. No mental or physical tests are given the applicants.

C. Sales Positions

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D. Hiring for the Merchandise Division

Kole's has no training program and when vacancies arise they normally are filled from the outside. Applicants are hunted for in the other department stores in the area.

Those who show signs of interest are invited into the store, where they are interviewed by the vice-president. If they can come to terms, the man is hired.

E. Information Forms

In describing this section of Kole's personnel set-up, the application blank is the only form which can be discussed, for no other forms of any type are used. The application seeks only pertinent information necessary for the store's records, a disclosure of the applicant's physical status (no physical is given) and a check on education and previous employment. The latter is used as a guide for the interview in order to see the applicant's qualifications and to give the interviewer a basis and starting point for the interview.*

VII. A COMPARISON AND EVALUATION OF THE FIVE STORES

In this section I shall present an evaluation of the pre-employment procedures carried out by the five stores used as case studies. Each part of their procedure will be compared one against the other, with a consideration for both their general budget and size and from a general basis. It must be recognized that the merit of any procedure used will depend to a great extent upon the store that uses it; the best possible procedure for Store A could quite conceivably be almost the worst for Store B. As no one suit fits all men, so no one plan fits all stores.

A. Sources of Labor Supply

"The success of any employment office in maintaining an adequate force of employees depends largely upon discovering and developing reliable sources of labor supply. Before the actual need for new employees develops, the employment office should have access to potential sources of the right kind of labor. Much of the inefficiency and high labor turnover in many stores today is due to hastily selected employees from haphazardly chosen sources."*

With the above statement held clearly in mind, let us look at what each of our stores is doing to maintain an adequate working force and to discover and develop reliable sources of labor supply. Gordon's depends for the most part on advertisements and employment agencies (both public and

* 5, p. 101

private) and to a lesser extent on direct applicants to the personnel office. Teal's depends most on applicants to the personnel office and high school and college interviews, and advertises only seasonally; they make use only of governmental employment agencies and then only rarely. They also carry out a highly formalized policy of promotion from within. Mason's uses promotion from within, friends of employees, and former employees as their main labor sources with seasonal advertisements and high school and college interviews adding to the supply. Their needs are further rounded out by the direct applicants at the personnel office. Robbin's puts no particular emphasis on any one method but rather relies equally on the following sources: advertisements, employment agencies (both governmental and private), promotion from within, friends of current employees, and direct applicants to the personnel office. Finally, Kole's relies chiefly on contacts within the area for established and proven workers for their sales and executive levels, and advertisements and direct applications at the store for their lower classification of positions.

One fact stands out from all this: all of the stores use the same sources for their labor supply but with a different set of values. The importance of each source has a different weight in each store. Actually, where should the most and the least emphasis be placed? These stores all draw their labor from the same market so why should their methods vary?

In order to best answer such a question, we may

private) and to a lesser extent on direct applicants to the personnel office. Total's depends most on applicants to the personnel office and high school and college interviews, and advertisements only seasonally; they make use only of government employment agencies and then only rarely. They also carry out a highly formalized policy of promotion from within. Mason's uses promotion from within, friends of employees, and former employees as their main labor sources with seasonal advertisements and high school and college interviews adding to the supply. Their needs are further rounded out by the direct applicants at the personnel office. Robbins' puts no particular emphasis on any one method but rather relies equally on the following sources: advertisements, employment agencies (both governmental and private), promotion from within, friends of current employees, and direct applicants to the personnel office. Finally, Kola's relies chiefly on contacts within the area for established and proven workers for their sales and executive levels, and advertisements and direct applications at the store for their lower classification of positions. One fact stands out from all this: All of the stores use the same sources for their labor supply but with a different set of values. The importance of each source has a different weight in each store. Actually, where should the most and the least emphasis be placed? These stores all draw their labor from the same market so why should their methods vary? In order to best answer such a question, we may

divide sources of labor supply into two categories: primary and secondary. Primary sources are made up from all original sources while secondary sources consist of lists of acceptable applicants, and all sources derived from the original sources.*

1. Primary Sources

Among those sources included in the primary grouping perhaps the most important one is applicants at the employment office. This does not necessarily mean that a store should rely solely on this source of applicants. "But if we may assume that out of ten applicants, eight are judged undesirable on one count or another, the fact remains that out of haphazard applications of five hundred persons, a waiting list of one hundred who are generally qualified should be available."** In ordinary times, this allows the personnel office to compile a list of adequate applicants and to fill their vacancies, in part or total, from them in a careful and wise manner.

A strong advantage for "rail" applicants, as applicants at the employment office are often called, is that the store is under no obligation to the applicant except one of courtesy, and it inexpensive both to the applicant and to the store. It is much easier to reject a rail applicant who does not measure up to the store's standards than one who has come into the employment office at the store's request.

Recommendations are another primary source. Here

* 5, p. 102-115

**6, p. 55

the applicant comes to the employment office on recommendations from people known to the store, either directly or indirectly connected with the store. This practice has lead to contro-versey among the stores; some use it, while in others such a procedure is strongly discouraged. Its disadvantage is that many of those seeking jobs via their recommendation feel that it means a guaranteed job, which is incorrect, for a store should, and normally does, hire only on merit. However, at times the employment manager may feel forced to hire the applicant due to the importance of the person making the recommendation. A way of getting around this would be the use of recommendation cards on which a note to the applicant appears telling him, in effect, that the card does not necessarily mean he will be hired for any job.

A third primary source of labor is the employment agencies. Within this group we can include three classifications: public, private, and restricted. Public agencies are those supported by taxation and either by federal, state, or local governments. Private agencies are administered by individuals for private gain; restricted agencies are maintained by specific groups and serve only the members of this group.

Private agencies have not been looked upon too favorably in the past, due, perhaps, to some of their actions which seem aimed purely at exploitation; this is especially true of those agencies supplying unskilled and semi-skilled workers. However, those agencies specializing in clerical,

technical, supervisory, and executive type personnel seem to have developed a better attitude and usually act in a very efficient and satisfactory manner.

Generally speaking, sound personnel practices have not usually been followed through in many employment agencies. By this is meant selection and placement; it has been too often the case where the first applicant has been given the job, not necessarily because he is qualified but rather in a rush to receive pecuniary gain. The agencies could be a great boon to the careful selection and placement of applicants, cutting costs for the personnel office by being the one to do preliminary screening.*

The next primary source is the use of advertisements. The use of the advertising media is quite limited in department store hiring. It is used either seasonally when the store may be beset by sudden demands for an increased labor force, or to fill jobs requiring technical or special skills. When used, advertisements should be carefully planned and placed in the proper media, so as to attract the proper type of applicant. It is a completely hit-or-miss arrangement and those seeking employment because of an advertisement they have seen are due more than the ordinary courtesy shown rail applicants. In general, if a personnel office has to rely too heavily on advertisements it may show the lack of a good internal personnel program, for those stores following a

* 6, p. 58

technical, supervisory, and executive type personnel seem to have developed a better attitude and usually act in a very efficient and satisfactory manner.

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The next primary source is the use of advertisements. The use of the advertising media is quite limited in department store hiring. It is used either occasionally when the store may be faced by sudden demands for an increased labor force, or to fill jobs requiring technical or special skills. When used, advertisements should be carefully planned and placed in the proper media, so as to attract the proper type of applicant. It is a completely hit-or-miss arrangement and those seeking employment because of an advertisement they have seen are due more than the ordinary courtesy shown retail applicants. In general, if a personnel office has to rely too heavily on advertisements it may show the lack of a good internal personnel program, for those stores following a

sound program of promotion from within should find very little occasion to advertise for help. However, these remarks may lose some of their force in a very tight labor market.

Still another primary labor source is correspondence. Most all employment offices receive a large number of applications by mail; these should all be answered. A form letter may be used inviting the applicants to appear at the employment office, this putting them in the category of rail applicants. For those unable to come into the store, some type of policy must be set up to handle them. Most stores require an employment interview before giving any applicant encouragement about a job.

Schools and colleges are still another primary source of labor. High schools, business training colleges, technical schools and colleges provide an excellent source of workers for clerical, technical positions, and junior executives. Though these applicants may lack the actual business experience, they more than make up for it in that they possess specific training that is often lacking in the casual applicant. Also the schools themselves are now glad to meet the employers half way in helping them find applicants who are applicable to their needs.

A further extension of the cooperativeness between the schools and the stores is found in the co-operative student. While attending regularly scheduled classes the student also works part time in the store or he may alternate

sound program of promotion from within should find very little occasion to advertise for help. However, these reserves may lose some of their force in a very tight labor market.

Still another primary labor source is correspondence.

Most all employment offices receive a large number of applications by mail; these should all be answered. A form letter may be used inviting the applicants to appear at the employment office, this putting them in the category of mail applicants. For those unable to come into the store, some type of policy must be set up to handle them. Most stores require an employment interview before giving any applicant encouragement about a job.

Schools and colleges are still another primary source of labor. High schools, business training colleges, technical schools and colleges provide an excellent source of workers for clerical, technical positions, and junior executives. Though these applicants may lack the actual business experience, they more than make up for it in that they possess specific training that is often lacking in the casual applicant. Also the schools themselves are now glad to meet the employers half way in helping them find applicants who are applicable to their needs.

A further extension of the cooperativeness between

the schools and the store is found in the co-operative student. While attending regularly scheduled classes the student also works part time in the store or he may alternate

working full time and going to school full time. This gives the stores an important source of labor, for these workers, after graduation, come to the store with their training plus actual working experience.

The last primary source of the labor supply may be grouped in a miscellaneous category. Here may be considered labor organizations and scouting. The former source has come about through the increased unionization of the retail stores in the past decade. Those stores having union contracts may find the unions an important labor supply, for applicants received in this manner come with working experience behind them. However, this source of supply is not too widespread at the present time.

Scouting, the practice of sending employment officials to other stores or business establishments in order to encourage certain employees there to apply for jobs at the store, is followed only to a limited extent in the retail field. Some stores may use this as a method of recruiting for their executive and junior executive positions. This, however, is only a reflection on their past hiring methods and store policy. Why are they not able to effectively fill such vacancies from within the store?

2. Secondary Sources

Secondary sources of labor supply may be looked upon as probably the most reliable immediate sources of labor, made up of applicants who have come to the store through one

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of the primary sources. The following are some of the more important secondary labor sources:

The prospect list or waiting list is unquestionably one of the most important sources of labor supply for a store. The list is made up from those applicants who have applied for employment, either as rail applicants or from any other source, who have favorably impressed the employment office but for whom there had been no immediate job openings. Temporary and part time employees wishing permanent full-time work may also be placed on the prospect list.

Three main merits of the prospect list may be cited. First, the ability of the applicant has been proven. Any reference or test checking has already been done. Second, it is inexpensive. Most of those called are hired. Large numbers do not have to be interviewed and the applicant may be summoned either by a penny postcard, a form letter, or even a phone call. Third, if the source is efficiently developed it may be used to provide an ample labor supply to fill all of the ordinary needs of the store.

Inter-job transfers or promotions from within is another secondary source of labor. This should be the source to which the employment manager first turns in trying to fill a store vacancy - for those positions above the rank and file. Once initiated such a system sets up a chain of promotions, for the job the person filling the vacancy has left must be filled, and so on down the line. Frequently found when such

a method is used is that a new person need not be hired from the outside to fill the vacant position. A readjustment or reassignment of duties will provide for the performance of the tasks formerly handled by the last promoted employee.

It is a well-known fact that a condition of overabundance usually exists in the lowest ranks of employees.* The store adds employees in times of peak loads and often retains them even though the peak has passed. The effects of such a program should also be considered from its great effectiveness as a morale booster. Everyone wants to work where he feels he will be treated properly and have a chance at promotion.

Still another secondary source of the labor supply is the use of posters advertising present vacancies to the employees in the organization. This source would then be tied in with job transfer and promotion, which are discussed above.

3. An Evaluation of the Labor Sources Used

From the above discussion of primary and secondary labor sources we may now go back to the five stores and see how their programs follow those outlined above. Gordon's uses advertisements and agencies primarily and rail applicants to a lesser extent. They have woefully ignored the possibility of promotion from within, especially since they use the employment agencies chiefly to fill the vacancies occurring in the higher paying and executive positions. Is the

* 6, p. 52

personnel program so poor that the store can not provide adequate promotional ability? This does not seem to hold true, for their hiring and screening procedures are quite adequate. Rather, it seems as though the store has overlooked an excellent labor source. Though they seem to relegate rail applicants to a minor position, they do make good use of a prospect list, using their current openings list and files. Though not mentioned previously, they do have a training program for which graduating college students and others of a similar calibre are interviewed. From this it would seem that Gordon's could possibly build up their program and perhaps drop the agencies and replace them with promotion from within as a main labor source.

Teal's, depending largely on rail applicants and promotion from within, also makes use of schools and colleges, seasonal advertising, and governmental agencies. Here we see the main primary and secondary sources in operation, combined with a sound basic program. The available labor sources are used to their best advantage, the rail applicants alleviating costs and allowing for an ever changing prospects list, and promotion from within building morale, causing only the lower rank and file jobs to be filled from the outside. Seasonal advertising is a necessity, due to the wide marketing fluctuations in the retail trade, for though rail applicants can adequately take care of normal hiring needs, another method must be found when large numbers are suddenly needed; adver-

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tising is such a method. The state employment agencies have also been found to be most effective by Teal's, for since such agencies are not after the quick dollar, their screening methods are more thorough and only those applicants meeting Teal's requirements are sent to the store.

At Mason's we find that promotion from within and "friends" of the company are the main labor sources, with schools and colleges, seasonal advertising and rail applicants next, in that order. Use of these sources is fine but the store should be careful of its reliance on former employees, for two reasons. First, those who have left can leave again, thus increasing costs; second, if leaving has been the store's wish, it can happen again and build up heavy animosity towards the store from both the employee and his friends. Aside from this the program is sound, although the role of the drop-in applicant should be elevated to a higher position.

Due to the personnel set-up, or rather lack of one, found at Robbin's, the different primary and secondary labor sources discussed must be looked at from a new point of view. Employment agencies now are relegated to a more important plane, for with no actual training program executive and technical skills must be brought in from the outside quite often. Since the store has a low personnel turnover the walk-in applicant is not so important, for there is not always an opening within a convenient time and those whom the store places on a prospects list are almost always employed elsewhere before

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a suitable opening does occur. Due to this, advertising and friends of current employees can take a more important place, for the need of new employees, when arising, will be an immediate one and the sources can be made to function on such a basis. A converse effect is placed on the schools and colleges, for although they are used to maintain a quasi-training program through cooperative students their place as an incubation stage for future members of an actual training program and from there to future executives is lost and their importance as an immediate labor source diminished.

In Robbin's we may see the fallacy of the "one best method." Although standards may be set up on basic principles these standards can not always be followed through exactly to the letter. Each business group must pick those standards which best suit their needs or which are the most adaptable to their particular organizational requirements. Robbin's has done so and done so successfully. Picking those sources which best fit their needs they have adapted them to their own best benefits. All in all a very sound program.

Another example of adaptation of standards is found in Kole's. Here with occasional use of advertisements for office and minor jobs the main, and really only, labour source is scouting. With the store's low turnover and percentage of sales method of payment only top sales personnel can be used efficiently. Hence, those with no, or very little, experience cannot fit into such a sales program. The store

would rather take highly experienced sales personnel and reap the benefit of their knowledge than train their own. This policy also holds true for the store's executives. Such a policy may be fine for the store, but what of Kole's relationships with the other department stores in the area? Pirating away top personnel from other stores is bound to lead to animosities and tensions. A store using such a policy must weigh its advantages in cut training costs versus good relationships. It is the opinion of the author that the latter is more important. Members of a community must live together and be able to depend on each other. Conditions caused by pirating do not lend themselves to community living. It would be best to adapt a small training program and develop a promotion system from within than continue with this present source of labor.

B. The Personnel Office

1. Contributing Factors

It is the personnel office which in most instances gives the applicant his first real glimpse of the store. Even though he may have shopped at the store on previous occasions it is doubtful whether the impression he may have received then was of the same type as he receives at the employment office. Previously he was impressed by the convenience, ease, and cost of goods at the store. Now he is wondering what kind of place this is to work in, will the store make a good employer, and will he be happy here. These questions may be answered either negatively or positively, and with a deep

lasting effect, depending on his impression of the personnel office. For this reason each store should try to have a pleasant appearance to the applicant; whether he is hired or not the impressions he has formed will stay with him and if bad will surely be relayed to his friends.

There are various factors which help to make a good personnel office; among these appropriateness should be the keynote. Plush surroundings are not in order for the employment offices of industrial concerns and not necessarily for department stores either. The size of the store should be the key to the office's size and its budget the key to its lavishness. Proximity to the street is another important factor, but this runs afoul in department stores where all available space is at a premium for selling, especially on the first floor. Because of this the second floor up are deemed suitable for personnel offices of department stores, provided elevator or escalator service is available for those offices located above the second floor. In locating the office, however, lack of distracting noises should be considered. Also important is the provision of sufficient space where the applicant may wait in comfort. A line of applicants standing and shuffling about can do no one any good. Counters or desks with pens and ink should be available to the applicants for ease of filling out their application blanks. Also, sample application blanks properly filled out and hung over the counters or desks will help in filling out the forms. Private

rooms for the interview should be provided. And finally, harmonious colors should be used in decorating, for there is nothing more depressing to ambition and hopes than dark and gloomy looking colors.

The preceding paragraph has been noticeably dominated by ways and means of insuring the comfort of the applicant, but the layout of the office need not be overlooked. The office itself should make use of known work simplification methods and be set up to facilitate the work of the office, avoiding back tracking and making things flow in order. This makes things easy for the applicant and the office staff.

2. An Evaluation of the Personnel Offices

Having shown the factors that go into making up a good personnel office, let us see how our five stores have fared. Gordon's personnel office is easily located and accessible from the street, even though it is on the tenth floor, for elevators go to the tenth floor. However, these elevators can be a curse as well as a blessing. For the tenth floor is the top floor and immediately above is the elevator machinery the sounds of which can be heard in the personnel office. The office itself is painted in dark colors and is badly in need of repair, presenting a bleak and gloomy appearance to the applicant. The chairs located throughout the office are plain and hard. There is a constant phone ringing and buzzer system, all culminating in a crescendo of noise. The applicant is likely to ask himself whether this is really a store he

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would like to work in, for as though the noise and the drabness were not enough, the tenth floor also serves as an employees' rest or lounge area and stray employees are continuously walking back and forth. Altogether it is an office which needs a face lifting in the form of a new paint job, a physical separation from the lounge area, perhaps some sound-proofing, and some comfortable chairs. The office of the store

The personnel office of Teal's is located on the store's second floor and is accessible either directly from the street or through the main store. The office, though not overly large, is quite adequate for the needs of the store. The office is done in a tasteful and colorful decor, making it almost a pleasure to sit there. Chairs and couches are placed appropriately through the room and are quite comfortable. The office follows all the good rules for the set-up of a proper personnel office. The Receptionist

The personnel office of Mason's department store is located on the second floor of a building completely separate from the main store. The office is quite large so as to meet peak seasonal demands, but a single applicant may find himself quite lost and with a cold feeling in such an office. Seating arrangements are quite adequate and also have been contrived so that one section of the room only need be used for a limited number of applicants, although they must first fill out their application blanks in the large room. The office itself is quite efficiently set up to do its work with

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each step in the procedure moving from the front to the back of the room. There are no distracting noises and the color scheme is adequate but could be improved with the use of brighter colors. The only really bad feature of the office is its hugeness in non-peak periods.

There are no personnel offices as such in either Robbin's or Kole's department stores. The office of the store superintendent is used in Robbin's and the office of the hiring divisional supervisor is used in Kole's. Hence no adequate evaluation of their offices can be made except to say that they are quite adequate to meet the demands of the store, since both do very little hiring.

From the preceding discussion of each store's personnel office it is felt that the best and perhaps what may be deemed a "perfect" office is that of Teal's.

C. The Role of the Receptionist

1. Contributing Factors

A receptionist is no stranger to the business world and is not a special worker found only in personnel offices, but wherever she is found the job requirements are basically the same. A receptionist's duties are twofold; she is the store's greeter of the public and she is a buffer for the office. A good receptionist is public relations conscious and is always courteous no matter what the situation. Also, if it is the policy of the store to allow the receptionist to do preliminary screening, she will not only know who and when to

reject but how.

The receptionist is in most cases the first store employee the applicant speaks to, and her impression on him can be quite lasting, especially if it is a bad one. If she is allowed to reject applicants, regardless of the reason, she should know how. However, the employment receptionist does not always have sufficient training to do this properly and great care should be taken if she is allowed to reject. To counterbalance this it is felt that the receptionist should reject applicants only on two counts: first, where the applicant asks for a specific job for which there are no openings and second, when the applicant shows definite signs of drunkenness or rowdiness. The latter case would be a complete rejection, but in the former it may be a good idea to tell the applicant that there are no openings for the specific job he is seeking, but he could be interviewed if he wishes.

The duties of the receptionist, therefore, would be to answer questions, reject where necessary, hand out the application form(s), check the forms for completion, to see that they are properly filled out, and notify the interviewer that Mr. X is ready for his interview.

2. An Evaluation of the Receptionist's Role

With little variance the duties of the receptionists in the five stores are the same and meet the requirements listed above. The receptionist at Gordon's has the added respon-

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sibility of rejecting those afflicted with physical handicaps. This, however, I feel is wrong, for since the war ample proof has been given that the handicapped worker is not necessarily a poor worker. The physically handicapped should be treated equally with all other applicants and it should be left to the trained employment interviewer to judge whether the store can or can not make use of his abilities.

At Teal's and Mason's department stores clerical duties have been added to those already listed. There is no harm in this provided it does not detract from the "normal" duties of the receptionist. Kole's and Robbin's have no employment receptionist as such, but rather her duties are primarily general office receptionist, and employment receptionist only when necessary. Once more this shows that no basic and inflexible pattern must be set up by each store.

D. The Information Forms

In this section only two of the forms used in personnel offices will be discussed: the employee requisition form and the application form.

1. The Employee Requisition Form

The Employee Requisition Form is the authorization to the personnel office to provide an employee, either by hiring from the outside or transferring from within the store. In most stores, except in cases of emergency, this form must be in the personnel office, properly filled out and duly authorized, two weeks before the actual need. The department

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needing the employee usually initiates the requisition; it is then checked against the personnel budget by someone in authority and if satisfactory is sent to the personnel office.

The requisition form should contain all pertinent information needed by the personnel office to hire effectively. It should include the name of the position, the number of employees wanted, the grade to which the job belongs, the date needed, the rate of pay, and any other desired data.* It is felt that a brief summary of the job duties and specifications should also be included in the employee requisition, even if the personnel office has a complete set of them in its files. Why not save time spent in the files and why not be sure the interviewer remembers the duties and specifications by having them always present on the employee requisitions he must handle?

2. An Evaluation of the Employee Requisition Forms Used

Gordon's (Figure Ia), Mason's (Figure XI), and Teal's (Figure V) all make use of an employee requisition form. However, although all three stores use a requisition form, they use three different types and Teal's uses two distinct forms. The forms all closely resemble each other, requiring the same general type of information to be filled out. However, the forms used by Mason's and Teal's are more exacting in detail, and give the personnel office more to work with, than that of Gordon's. Gordon's has excluded from its form any mention of job number, job grade, salary, and

* 6, p. 65

who is to be replaced, all of which Teal's has included. Also, Teal's has more of a control check, to see if the requisition should be allowed to go through, than the other two. Actually the only real grievance with the Gordon requisition form is that the question of salary for the new employee is not mentioned. It should be; any applicant is going to want to know how much he will receive for his efforts, and probably he will want to know immediately. Granted that the personnel office may have the salary range figures for the store in its files, it would still be a lot simpler and easier for it to be included with the rest of the necessary information on the requisition form. Why make the personnel office go through its files to check on salary figures each time a new requisition comes into the office, or make it necessary for the employment interviewers to have to rely on their memories?

The requisition form used by Mason's also makes the same mistake as that used by Gordon's; all mention of salary is left out. On the reverse side of the form used by Mason's there is space for additional comments or specific names of employees wanted. This corresponds somewhat to Teal's second requisition form (Figure VI), for it requests help by special name. However, this second form is used only to requisition those "special" employees who are always on call and are almost in the same status as regular payroll members, due to the almost certainty of their jobs.

Kole's and Robbin's do not use requisition forms.

In the former, the supervisor needing the new help will go about getting it in his own way and in the latter it is the store manager who decides whether new employees are needed; since he also does the hiring it would be repetitious to send himself a requisition.

3. The Application Blanks

An application blank serves two main functions: first, to give the applicant an opportunity to answer questions about himself, and secondly, to give the interviewer a basis for his line of questioning.* Although the exact form of the blank may vary from store to store, it should include enough relevant material so as to give a sound basis for the two functions. Such questions as the father's first name or the mother's maiden name will add nothing to the two main functions.

Due to the changes in our economy and standards and the advance of personnel research, many companies have been looking their application blanks over. In a study conducted by the American Management Association, the following eleven questions were suggested to those thinking of changing their application blanks:

"(1) Is the item necessary for identifying the applicant?

(2) Is it necessary for screening out those who are ineligible under the company's basic hiring policies?

* 6, p. 101

Specifically, what policy does it pertain to?

(3) Does it help to decide whether the candidate is qualified?

(4) Is it based on analysis of the job or jobs for which the applicant will be selected?

(5) Has it been pre-tested on the company's employees and found to correlate with success?

(6) Will the information be used?

(7) Is the application form the proper place to ask for it?

(8) To what extent will answers duplicate information to be obtained in another step in the selection procedure - for example, through interview tests, or medical examinations?

(9) Is the information needed for selection at all, or should it be obtained at induction or even later?

(10) Is it probable that applicant's replies will be reliable?

(11) Does the question violate any applicable Federal or State legislation?"*

With these eleven questions in mind, let us evaluate the application blanks used by the five stores.

4. An Evaluation of the Application Blanks Used

The application blank used by Gordon's (Figure II) is for both regular and temporary applicants and is the only application form that is filled out. The form is able to

* 15, p. 17

answer the eleven questions, for the most part, with a strong yes. Checking the form, we find it asks name, residence information, position desired, marital and personal status, i.e., dependents, referred by, work desire (full or part time), maiden name of married women, full name of husband or wife, social security number, previous employment with Gordon's, familiarity with office machines and languages, education, and work experience. All of these questions can be used. The only one over which there may be some question is in reference to maiden name and husband's or wife's full name. However, these may be used in reference checking, especially the former where a woman has made contacts while unmarried. Aside from the aforementioned facts, there is also ample space provided for the interviewer's comments. However, no space is provided to check the personnel office as to whether the applicant is a minor, and if so, whether working papers have been filed; this is an important legal step in Massachusetts law, nonfulfillment of which can cause the store legal entanglement and fine.

Teal's uses two application forms, an application blank for temporary employment (Figure VII) and one for regular employment (Figure VIII). The form used for temporary employment fulfills all the requirements but one of those listed above. The knowledge of whether an applicant is a United States citizen has no direct bearing on the application. It may be needed in work considered of security

importance, but not for department stores. Also, although it asks for height and weight, it should be pointed out that the physical examination administered by the store is only for those about to be put on the regular payroll, not the temporary.

The form used by those making an application to the regular payroll is more elaborate and goes into greater detail than the form for temporary employment. Once again the question of United States citizenship is asked. Also, a question is asked regarding physical fitness. Any glaring physical weakness which would automatically reject an applicant from a specific job should be visible during the interview and all others would be found during the physical examination. Hence, the question is extraneous and not actually needed. All other questions asked are pertinent, such as: name, address, education, experience, education, etc.

The application blank used by Mason's (Figure XII) is used for all applicants and is the only form used. This form deviates the most from the set of rules set up by the American Management Association. It asks whether the applicant is a United States citizen; whether he owns his home, rents, lives with parents, lives with relatives or is rooming out; and father's name; if father is deceased, marriage name of mother. Of what bearing is the question of with whom or how an applicant lives? Also, what difference does it make what his father's name is? If the question does not

yield a concrete answer as to whether the applicant will prove to be a good employee in the job found for him or not, then it has no value. Will an applicant whose father's name was Joe necessarily be a better worker than one whose father's name was Reginald, or vice-versa? NO! Since these questions have no practical use they should be discarded. The remaining questions all fill definite needs and belong in the application blanks, such as: name, address, education, experience, job desired, references, dependents, physical characteristics (since no physical is given), etc.

The application form used by Robbin's (Figure XIV) is used for all applicants and is the only application form they fill out. The form used by Robbin's is perhaps one of the shortest application blanks used anywhere. Asking only the bare necessities from applicants, it is actually quite adequate, regardless of its size. Of all the application blanks used by the five stores studied it is perhaps the best from a technical basis, but it does not really go into enough detail; i.e., for education it merely asks whether the applicant has finished school. What level of school? However, such information can be ascertained in the course of the employment interview, if it is actually necessary, and the lack of detail may be used to advantage in the interview in drawing the applicant out. The eleven questions are all used to advantage in Robbin's application blank.

Like Robbin's, Kole's application blank (Figure XV)

is used for all applicants and is the only form they are required to fill out. The form used is quite acceptable except for the inclusion of a question as to citizenship status and four questions about where the applicant lives (the same four used by Mason's). Once again the author must wonder why such questions are included, for they serve no need in hiring. Also, the form does not go into great detail, but the same argument advanced above for the lack of detail in the Robbin application holds true here, also; further information may be gotten during the course of the interview and may serve as a method to get the applicant to talk about himself. Other than these flaws, the application form measures up favorably to the eleven criteria advanced previously.

While on the topic of application blanks it should be pointed out that Massachusetts has a Fair Employment Practices Act and questions of a discriminating nature on the application blank (or elsewhere) are illegal. Also of value here is the fact that many of the applicants hired by department stores have to be bonded. The bonding agencies themselves will then carry on an investigation of the applicant. This may cut down the need of many questions on the application blank, especially those relating to personal history. And finally, the matter of references and their use may be included here with a discussion of application forms.

The trend today is away from a heavy reliance on references. Those references the applicant lists are those

he is pretty sure are giving a good impression of him. Also, people usually do not like to tell of unpleasant factors in another person's make-up; this also holds true for former employers. Thus checking is now done for facts rather than for personal characteristics. And more often than not, it is done by phone when possible; for many people will often say in the course of a phone conversation many things they would not say in writing. Of the five stores studied all but Mason's are following this trend. Mason's still believes in an exhaustive reference check of all applicants. Also, the bonding agencies used by the stores check all necessary references.

E. The Employment Interview

1. Its Importance, Value, and Purpose

Before actually going into a real discussion of employment interviewing it would be wise to first point out that interviews and especially interviewers are not infallible. Not every interviewer will rate an applicant at the same level. This has been shown in the classic example where arrangements were made with thirteen executives, each of a different company, who prided themselves on their ability to pick men, to select the best salesman from a group of twelve applicants. Each executive interviewed all twelve, and was allowed to use any procedure or method he wished. Glaring differences of opinion occurred, both among the interviewers and from the rank each man held with the firm.* All of these interviewers could

* 6, p. 93

not have been good judges of men, yet all selected men in their own companies.

From this we can conclude that the employment interview should be used as just one tool in the employment procedure - not as the only basis for hiring or rejecting. With the advances being made in the field of testing more and more reliance can be placed on tests and taken away from the interview procedure. In the final decision of whether to accept or reject the applicant the interview should be weighted as just one more employment tool and not as the whole employment procedure. However, its importance and value should never reach an opposite extreme, where it is underestimated.

The interview in department stores can be of more importance than it can in an ordinary business such as a factory or office. This increased importance is due to the fact that the majority of those applying for jobs will, if hired, come into direct contact with the public. Although a person's ability to meet people may now be measured, there are certain traits of an intrinsic nature that are still measured better by a good interview than by a test; the applicant may not always answer the questions on these tests truthfully. However, a good interviewer can judge the ease with which a person can talk to the public, tact in difficult situations, or a sense of humor often necessary in selling. Also, meeting the public may be only one of the jobs a retail

department store employee may be called upon to do in one day. He may, in addition, keep various records, receive and attempt to remedy complaints, keep a stock count, confer with salesmen, and finally, get along well with his fellow workers. Such a variation of duties would be difficult to match for a rank and file member of industry.

Although the employment interview itself may be conducted in various ways, its broad, over-all purpose remains the same: to see whether the applicant will make a good employee. One author describes an interview as a "conversation with a purpose"*, the purpose being to give information, get information, and make a friend.** These three purposes may be applied to any interview, especially the third one: to make a friend; department stores want to keep customers and most applicants are customers. The first purpose should be in a state of almost continuous interaction during the employment interview. While the interviewer is discovering whether this is the type of employee the store is looking for, it is only common courtesy to allow the applicant a chance to discover whether this is the type of store he wants to work for. Just because an applicant comes to the office, this does not mean per se that he is completely sure he wants to work here, or, further, just what type of job he wants.

2. The Role of the Interviewer

The part which the interviewer occupies in the

* 2, p. 1

** 2, p. 90

course of an employment interview can not be too heavily stressed. Unlike testing, the interview is a subjective process in which human judgment plays the leading role and human biases and weaknesses are the supporting cast. In a study conducted by the American Management Association several persons were asked to list ten traits or characteristics which they considered objectionable and which they felt would influence their judgments of persons possessing them.* Among those listed were: foreign appearance, people with short arms, people who interrupt you, loud clothes, people with acne, etc. It is obvious that these are not the listings of trained interviewers. The traits listed are highly suggestive and of importance only to those listing them. As to getting at an applicant's actual ability, they have no value. It shows that human biases, unless proper precautions and training are given the interviewer, may win out over pure objective reasoning and results.

Due to the subjectivity of the interview a good interviewer needs two basic qualifications: a better-than-average intelligence and a well-adjusted personality.** A better-than-average intelligence is necessary, for his judgment of the applicant's many and varied personality traits is necessarily abstract. Persons of less than average intelligence have trouble making abstractions and at best make poor

* 16, p. 15

** 9, p. 26

ones. Also, many of those he interviews may be of high intelligence and unless he is nearly their equal he will find difficulty in successfully coping with them during the interview.

The need for a well-adjusted personality may be shown in the fact that one of the first objectives of an interviewer is to plan the interview on a friendly plane. Unless the interviewer has a stable personality he may find himself becoming more subjective than objective; for example, letting biases rule him or turning the interview into a moral lecture. This, however, does not mean that the interviewer must have special training in psychology or psychiatry. Many successful interviewers have been drawn from all walks of life. In one company excellent results have been obtained where one interviewer was formally an engineer, another a pharmacist, and still another had just graduated from college where she had majored in economics.*

The interviewer himself is in a unique position - no matter who applies for a job he meets the employment interviewer. Any quick opinions made of the company will be based on how the man interviewing him strikes him. Thus we see interviewing as a two-way street, both the interviewer and the interviewee forming impressions of each other. At the present time one of the interviewers for a store in the survey is leaving. Top management, all the way up to the store's general manager, are taking an active part in select-

* 9, p. 27

ing his successor - motivated primarily by the fact that to large numbers of people "he is the store." Also, the "big one that got away" can be applied to a poor interviewer who is not able to properly judge good material and thereby allows excellent prospects to leave when they could have been hired. It is these two facets of his job, the impression he makes and the selection of the proper and best possible applicants, that give the interviewer his importance in the personnel selection procedure.

Aside from these factors the interviewer must also have a thorough knowledge of the jobs within the store. He becomes a job analyst of sorts; he must be familiar not only with the nature of the job but also the personal qualities needed by the job holder. Also, he must be familiar with existing conditions in the labor market and with the aims and personnel policies of the store. This allows him to make the best possible use of his labor market and to maintain a long-run point of view in his relations.

3. Interview Procedures and Techniques

In discussing the interviewing procedure it should be pointed out that no evaluation of the interview procedures will be made. In order to have included an accurate and fair evaluation of the stores' interviewing techniques it would have been necessary to actually sit in on a series of interviews and see how they were conducted. Since one of the cardinal rules of interviewing is privacy, this was impossible.

Therefore, I do not feel that I can adequately evaluate the interview procedures of the five stores.

The first step in a good interview is to arrange the circumstances of the interviews. Each step leading up to the interview should be placed in an orderly fashion. Everything possible should be done to relieve any confusion and nervousness on the part of the applicant. This goes back to the moment the applicant comes to the store and continues until he leaves. The job must be handled by all; clerks, receptionists, the interviewer, and all others the applicant comes into contact with. The interviewer can do his part by seeing that applicants do not have to wait too long for their interviews. If necessary, appointments should be made - and kept religiously; and also each applicant should be given sufficient time. Nothing is to be gained by hurrying and perhaps something may be lost. "The interviewer must first have time to adjust his mental set to the situation. Then there must be time for association processes to bring ideas and recalled experiences to mind as each new phase of a topic is discussed."* Finally, a maximum of privacy should be insured. An interview is an interaction between two people and should be kept that way with as few miscellaneous distractions as possible. In this way both interviewee and interviewer need respond to fewer outside stimuli and can concentrate more freely on the business at hand. Also the interviewee is

* 2, p. 32

less self-conscious and reluctant to speak of personal matters when there is an atmosphere of privacy.*

obvious. The next step in the interview procedure is planning the interview. Due to the fact that an applicant is a different person with his own individual set of talents, ambitions and motives, the interviewer is stopped from planning anything but a general pattern for the interview to take. This takes the form of a written or mental check list of questions such as: is the applicant to be considered for one job or more than one, and if so, am I familiar with the job(s); from the material at hand how can rapport with the applicant best be established; what information should the interview yield, etc. The way in which the interviewer goes about getting the answers to these questions will depend largely on his own skill and the existing conditions at the time of the interview. However, regardless of the conditions, pre-planning will give a skeleton frame on which to hang the interview.

convey With everything in readiness the last and most important step is at hand, the actual interview procedure. The interview procedure itself may be broken down into five stages: opening the interview, observing, questioning and discussion, interpreting and evaluating the data, and closing the interview.** The interview should be opened on an informal basis, but it should be remembered that it is a business appointment

* 16, p. 29-31

**16, p. 32-48

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* 16, p. 29-31
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and should be treated as such. The applicant should be put at ease, but the attempts made to do this should not be too obvious. It is best to start the conversation with introductions and then go into something of mutual interest, usually supplied from the application blank. From here the interview should move into its general conversational area once the applicant is talking freely and naturally.

All that is to be gained from an interview is gotten through observation. How does the applicant react to given situations? What kind of general impression does he give? Is his appearance satisfactory? Does he speak well? All these are answered by observing. An interviewer not only must be able to talk; he must also be able to listen. Listen and later evaluate. He must be alert to all that goes on and view each happening with an open mind. The interviewer must not get excited and should not try to superimpose his opinions onto those of the applicant; he should especially not convey his feelings either directly or nondirectly to the applicant. This latter point is especially true where the applicant has given the interviewer a poor impression at first. The interviewer should remember that we usually hear and see what we want and not always what is actually there. Therefore, he should try to stay on one point at a time and evaluate it as it actually is. One major question in observing is whether to write down the results of the observations immediately, during the interview, or wait until the applicant

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has left the room. Although this is a matter of personal preference, depending a great deal upon the memory of the interviewer, it is the opinion of the author that under no circumstances should written notes be taken during the interview. Of the five stores studied only one, Mason's, uses any type of interview form (Figure XIII), or does any writing during the interview. It is felt that it only tends to confuse the applicant and he may worry about just what is being written about him. Mason's instructs its interviewers not to show the interview guide to the applicant, but a man would have to be a fool or blind or both not to see the interviewer writing, especially since to the applicant the interview may be looked upon as a type of trial where he is the defendant and the interviewer the judge and jury.

An interview is more than one person doing all the talking. Rather, it should amount to an almost fifty-fifty proposition between the interviewee and the interviewer. As stated before, both parties to an interview give and receive information. The interviewer receives information through questions and gives information through his part of the interview's discussion. In questioning the applicant the interviewer must be on the lookout for two common pitfalls; first, that his questions are not misunderstood and second, that his questions are not leading. It would be difficult to say which of the two is more important. The answer received to a question depends on the question's meaning to the one

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answering. It is for this reason that simple language is best in interviewing. Using long words achieves no goal except, perhaps, to bolster the interviewer's ego. The only place where long or technical words may be properly used is in interviewing for technical or perhaps executive positions. Even in the latter case, they may tend to be ambiguous to the interviewee. Since the questions asked are relevant to whether or not the applicant will get the job, it is of the utmost importance that the applicant understand them. A wrong interpretation leads to the wrong answer, causing an improper evaluation by the interviewer, and leading to the possible rejection of an applicant who would have made an excellent employee. A leading question can cause the same sort of situation. Leaving the applicant with no actual choice and getting him to give the answer you want is of no value, for it does not give the interviewer a true picture of the applicant. A "you do like the _____, don't you?" type of question does not prove a thing one way or another. The applicant, except in a very rare case, is not going to risk displeasing the interviewer by not answering the way he feels the interviewer wants him to answer. The interviewee will do everything in his power, at times, to answer the way he feels the interviewer wants him to, or with an answer that he feels will please the type of man he is being interviewed by. Leading questions merely aid the interviewee in accomplishing this. However, leading questions may serve a definite purpose to

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Much of what has been said about questioning techniques also holds true for the discussion techniques used by the interviewer. The meaning of the interviewer's statements and assertions, like his questions, must be clear. The same discrimination and judgment shown in choosing words and phrases to make up his questions must also be used here, and he must be careful not to let his attitudes and biases color his opinions. Some uses of the interviewer's comments are to stimulate free and easy expression, to guide the discussion from one topic to the next, to make sure of understanding of what has been said, to forestall lengthy digression.

The first problem in evaluating and interpreting the data gotten during the interview is assigning actual meaning to what has been learned. In so doing the interviewer must go beyond simple statements which might summarily reject the applicant. He must probe deeper and see in what perspective such material shall be evaluated. Also one fact is not enough. A personality trait recurs in everything we do. Hence, in order to be sure, the interviewer should review all the facts - he should put his stress on the pattern of responses in the different areas investigated, more so than on any one response. No matter how the interviewer finally decides to evaluate the responses he should always wait until all the evidence is in before passing final judgment, or even preliminary judgment.

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The next phase in evaluation is to correlate the information received with that known about the job. Is this the right man for the job? Will he be successful at this job? The whole pre-employment procedure leads to this one point: Do the applicant's qualities and the job requirements match one another? Here the interviewer must take into consideration not only the facts received from the interview but also any other information received during the course of the pre-employment procedure, e.g., the application blank and test results. Each facet of information must be carefully weighed. All are not of the same importance and ranks must be assigned. All are balanced against the question whether or not the applicant will make a good investment for the company.

The interview is terminated once the interviewer has sufficient information upon which to base his judgment, either favorable or unfavorable, or has gathered the customary amount of information before passing the applicant along to the next stage of the pre-employment procedure. Rejected applicants should be told so frankly and honestly. As to stating why the applicant has been rejected, this is a matter of personal choice. Some interviewers give the reason only if they feel it will definitely help the applicant in the future. No false promises should ever be made to anyone. If you want an applicant, tell him so; if not, tell him this also. The interview is summarized and the applicant is asked if everything is clear; the next step in selection is then

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explained. Upon completion of any necessary arrangements, the conversation is returned to general topics (keeping in mind general business decorum). And finally, the interview is terminated, and no matter what the outcome, the applicant should at all times leave with a friendly feeling towards the store.

Aside from the techniques outlined above the "standardized interview" (or patterned interview) has been introduced into interviewing. This involves the use of standardized forms containing specific items to be covered and provides some uniform method of recording information and judgments. All those using this type of interview would ask the same questions. The only difference in their judgment would be in their reactions to the responses solicited.

Two of the better known examples of this form are the McMurry Planned Interview and the Wonderlic Diagnostic Interview. The former is based on the premise that the best basis for judging what an applicant will do in the future is to judge very carefully what he has done in the past. Hence, not only past work experience but past personal experience must be thoroughly checked into. Wonderlic divides his standard interview into four parts: work history, family history, social history, and personal history. The applicant receives a plus or minus number of points for each section. The highest possible score is plus thirty-four, the lowest minus thirty-four.

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F. Employment Testing

It should be pointed out beforehand that the author does not have the technical knowledge necessary to competently evaluate any of the testing programs used by any of the stores. Rather, this section is included in order to show the importance and significance of testing and its growing use.

In order to enter into an intelligent discussion of psychological testing, there are a few points which must be first clearly established: that testing is a supplement, not a replacement, to the other methods used in the selection procedure; that a testing program has a two-fold purpose, for use in selection and its often overlooked counterpart, placement; finally, that psychological tests are not infallible. Nothing around us is ever truly perfect and psychological tests are no exception; mistakes will occur. However, one must weigh the costs of these mistakes against the costs that the successful application of tests will bring. For example, if labor turnover before testing was established was twenty-five per cent and dropped to twenty per cent once a testing program was initiated, does the decreased cost of labor turnover make up for the increased cost of a testing program?*

Primarily tests may be broken down into five general categories: mental ability, aptitudes, skills, personality, and interest. However, before discussing this breakdown two very important terms in testing should be explained,

* 7, p. 20-22

reliability and validity. By reliability we mean whether a test will, under similar conditions, be consistent. Will it always give the same results? If an applicant takes the test over will his score be the same? This must be ascertained before the test is put to actual use in the employment procedure, for it is not usual to repeat tests already given an applicant, in order to check the reliability of these tests.

By validity we mean the extent to which the test actually measures what it is intended to measure. For example, if a test is administered to an applicant for sales work, the result should show similarity to results of successful workers, if she is to be hired. If her score is quite dissimilar, this would bring forth the judgment that her ability in selling is not up to par. However, it must be understood that a test that is valid for sales personnel does not ipso facto become valid for bundle clerks. Therefore, when we are told a test is valid we must always first ascertain what it is valid for.

It is important to note that in order for a test to be successful it must be both valid and reliable. A test can consistently point up the same results with a high degree of reliability and yet not be valid; that is, not measure what it is supposed to measure. In testing for interests, for example, a test may always show similar results. But this does not necessarily mean that if a person's score consistently shows a gregarious nature this test is definitely

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a good test for sales ability. The test must also have been checked with many successful sales people to prove that a gregarious person will always make a good sales employee.

On the other hand, a test must be reliable if it is valid. Validity is most successfully checked against outside criteria - criteria not based on the test but based on known facts from the results of similar tests or from checking a random sampling of people known to be successful in the field being tested. If scores show the test to be valid, these scores will be the same consistently; thus the valid test is reliable.

Mental ability may be defined as the ability to cope with new situations. It is usually measured in terms of the degree of difficulty of the problems the testee can solve, the number of problems he can solve at this degree, and the speed with which he can solve them. Tests for mental ability are usually constructed on one of two basic theories; i.e., that the material will be such that all taking the test will have had similar opportunities to be acquainted with the tests or that none of those being tested will have the opportunity. One thing should be remembered: although those failing to reach a set minimum score should normally be rejected, it may also be necessary to reject those scoring too high for the particular job in question. In the latter case boredom and unhappiness may result, depending, however, to a great extent on the particular person's interests,

a good test for sales ability. The test must also have been checked with many successful sales people to prove that a serious person will always make a good sales employee.

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personality, and motivation. The tests shown in Figures III, IV, and X are all tests of mental ability.

Aptitude is the potential an individual has for accomplishing a task or occupation. As is the case when testing for mental ability a certain basic minimum of aptitude is necessary for a specific job; beyond this, however, success depends more on interest, personality, and motivation. These must be determined in the interview, on the basis of past experience and from other factors learned of the individual. Retailing is chiefly concerned with only two types of aptitude testing: clerical and manual aptitude. The type of aptitude test used depends on the type of ability the personnel department wants to test.

Testing for skills in retail stores is primarily used for office jobs, but tests for carpenters, milliners, electricians, tailors, etc., may also be used. The chief principle to remember is that the same test be given to all in order to establish definite norms. For example, all those taking a typing test should type the same material and have an equal chance to become familiar with it.

Personality tests are used to determine the vocational and personal adjustment of the applicant. Once the applicant's mental ability, aptitude, and skill are determined the question of how he will fit into the company's working set-up must next be resolved. Will he be able to work well with those already employed and will he be happy

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on the job may be answered in large part by personality tests.

Interest in a job assignment is responsible, along with personality, for success on the job once the other minimum requirements are met. Interest tests show that a person has interests in common with people in a certain occupation or that an individual has a greater interest in a certain field than the general population, and consequently might find that field congenial. Although we usually are most interested in what we do best it does not necessarily follow that wherever one shows high interest he has a high degree of ability. Many are interested in music but have no talent. Therefore we must be sure to keep the dividing line between aptitude and interest tests clear.

Of the five classifications discussed here, the first three have had intensive study and tests in their areas provide adequate indices. The latter two are still under much investigation and criticism. However, there are tests available in all five areas.*

* 19, p. 19-42

on the job may be answered in large part by personality tests. Interest in a job assignment as responsible, along with personality, for success on the job over the other mind- and requirements are not. Interest tests show that a person has interests in common with people in a certain occupation or that an individual has a greater interest in a certain field than the general population, and consequently what field that individual is most interested in. Although we usually are most interested in what we do best it does not necessarily follow that wherever one shows high interest he has a high degree of ability. Many are interested in work but have no talent. Therefore we must be sure to keep the dividing line between attitude and interest tests clear.

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VIII. CONCLUSION

A. General Conclusions

It would be foolhardy at this point to attempt to set down any steadfast rules governing pre-employment procedures in department stores. If any one point has been stressed continuously in the text it is that "no one rule applies to all." There are too many varying factors in a department store's make-up to allow one procedure to be used for all stores. The most important of these factors is size and from this start must be included such factors as labor turnover, budget, number of employees, and finally, perhaps, what may at times become an intrinsic variable, store policy.

The size factor may be readily seen if we group our five case studies according to their size; Teal's and Mason's are the largest, Robbin's and Kole's the smallest, with Gordon's in the middle. Each has developed a program according to its needs and size. Robbin's and Kole's, due to their smallness, have no actual program, as such, but still they hire people in what is for them perhaps the best method; although Kole's should do over their program with more of an eye to community relations. Gordon's, though in the middle, should be ranked with Teal's and Mason's to achieve a better comparison. All three have highly formalized employment procedures, yet they vary in each aspect of their program. Briefly, for example, all three interview but Mason's uses an interview guide while Gordon's and Teal's do not; Gordon's uses

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The size factor may be readily seen if we group our five case studies according to their size: Jael's and Mason's are the largest, Robbin's and Kofe's the smallest, with Gordon's in the middle. Each has developed a program according to its needs and also, Robbin's and Kofe's, due to their smallness, have no actual program, as such, but still they give people in what is for them perhaps the best method; although Kofe's should go over their program with more of an eye to community relations. Gordon's, though in the middle, should be ranked with Jael's and Mason's to receive a better comparison. All three have highly formalized employment procedures, yet they vary in each aspect of their program. Briefly, for example, all three interview but Mason's uses an interview guide while Gordon's and Jael's do not; Gordon's uses

the interaction chronograph while Mason's and Teal's do not; and Teal's uses a standard, unaugmented interview procedure while Gordon's and Mason's do not. All three perform the same step but with different methods in each store.

Although there is no one rule for all stores to abide by, there are, however, two principles which should be considered at all times in the efficient management of any store's employment procedure. They are: first, no part of the pre-employment procedure should be considered constant and static for all stores and second, no one part of the pre-employment procedure should be thought of as independent, i.e., able to do the job by itself. All stores must realize that, as everything else, their personnel policies must be subject to change. As new innovations and methods appear, a store should be willing to give them a chance; perhaps they may be able to materially improve the store's hiring methods. Also, any increased cost that a new method may entail is usually covered by the decreased costs it brings upon its adoption.

Just as important as the first principle proposed is the second one. A program with dependency on one phase, with a displacement of all others, is almost as bad as no program at all. The chapter on interviewing, in its example of how thirteen executives each ranked twelve salesmen merely by interviewing them, drastically points out the variations which may occur when reliance is placed strictly on human judgment. Not one of the executives ranked the salesmen in

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their proper order, nor did the executives agree among themselves. And what of the applicant who seems outstanding from everything that can be learned of him, but due to nervousness or over-anxiety of, perhaps, being turned down, takes a poor interview? Should he be turned down merely because he took the bad interview? NO! Definitely not! All factors must be considered in their proper perspective - his background, education, experience, test results, etc., must also be considered and weighted accordingly. Quite often a seemingly glaring deficiency may be heavily out-weighted by all the other assets the applicant is found to have.

Although interviewing has been used to illustrate this second principle, it is not the only part of the employment program which may be overstressed; for example, test results may be just as wrongly overemphasized and steps should be taken to see that this does not happen. Perhaps the clearest way to explain the principle is this: if the different phases of the employment program are not to be used, why include them; if they are there, they should be made full use of, remembering that as a rope is not completely effective with frayed strands in the middle neither is an employment program with either neglected or only half-used phases.

B. A Suggested Pre-Employment Program

Realizing that any suggested program must be really only a framework for adoption and expansion or modification by any one store, I should like to set down what I feel to

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B. A Suggested Pre-Employment Program

Realizing that any suggested program must be really only a framework for addition and expansion or modification by any one store, I should like to set down what I feel to

be a manageable program for any department store. The program should be divided into seven phases; these are: a thorough knowledge of the labor supply, a proper personnel office, the receptionist's duties clearly defined, the use of well planned and functional information forms, a good interviewing procedure, a good testing procedure, and finally, a clearly defined hiring policy.

1. A Thorough Knowledge of the Labor Supply

Before a person can be hired he must first come to the attention of the store. In the chapter on sources of labor supply various primary and secondary labor sources were listed and discussed; the personnel director must thoroughly familiarize himself with them all. From this starting point he should decide which source or sources are best suited for his store's individual needs. The best sources to use, in order of their importance, are promotion from within, rail applicants, college and school interviewing, and seasonal advertising.

Promotion from within assures the store of qualified personnel, for these people would not be on the payroll if they had not been thought capable. Also, this labor source helps to build employee morale and aids in reducing labor turnover by giving the workers a sense of security. The rail applicants provide the store with its cheapest labor source. Beyond mere courtesy the store owes them nothing; they have come of their own accord, uninvited by the store. They may

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be hired or not depending on their qualifications and the store's needs at the time. Also, they provide the store with a prospects list, for future needs, when all the qualified applicants can not be hired at the time they apply, for lack of job openings. The store may follow through as thoroughly or as briefly as it wishes on the rail applicants, remembering courtesy to all; it costs nothing and harms no one. College and school interviews provide the store with an opportunity to meet possible future personnel who usually have been trained in the retail field. From the colleges they may receive their future executives. These students may start at the very bottom, but they are hired with the thought in mind that they will be able to work their way up to executive positions.

Seasonal advertising is a necessity for department stores during peak periods. At Christmas and Easter time, when most department stores must greatly increase their staff, large numbers of applicants are needed and needed in a hurry. The best way to get applicants into the office at this time is to advertise in the local media. In selecting the media to use the store should remember that different types of people respond to different media; it should, therefore, choose the media that will evoke a response from the type of persons it wants to hire.

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Once the applicant is in the store impressions, especially the applicant's first impression, count heavily in

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deciding whether he will want to work there. In order to be sure of a good impression right at the start a pleasant, well-planned personnel office is essential. Although space is at a premium in any department store the personnel office should be easily accessible from the street; if it is above the second floor, elevator or escalator service should be provided. The office should be as isolated as possible from all possible distractions. It should be attractively decorated in a cheerful motif, its size depending on the size of the department store and the number of applicants that might appear at any one time. Too large an office gives an impression of coldness. Just as the traffic department works to see that everything runs smoothly with the best possible results from the least expenditure of effort the personnel office should be set up to see that everything runs smoothly and in order with all backtracking and duplication reduced to the barest minimum. Finally, everything should be done to insure the comfort of those using the personnel office; for example, good light, comfortable chairs, good pens, sample application forms properly filled out, privacy when needed, and a layout set so as not to be overpowering (eliminating long corridors to interviewers' offices, placing of writing facilities so that the applicant need not feel self-conscious by having too many people surrounding him while he fills out his application forms, situating of the receptionist's desk so that other people in the office are somewhat shut off from the conver-

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sation ensuing between the receptionist and the new applicant.)

3. The Receptionist

The role and duties of the receptionist should be thoroughly explained to the person handling the position. She is the first person the applicant meets and it is her job to see that he is made welcome properly. The receptionist should make a good appearance both in dress and personality. Her duties, as concerns the employment procedure, should consist of greeting the applicants, answering any questions they may have, giving the applicant any forms he must fill out, checking them for completeness after they have been filled out, and arranging the next step in the procedure. She should be allowed to reject no one for any reason except excessive rowdiness in the personnel office. No matter how the applicant has come to be in the personnel office he deserves at least a short interview; even if there are no immediate job openings or the payroll is completely full at the present, it is the duty of one in a higher position than the receptionist to explain to the applicant that there are no openings.

4. Information Forms

Two forms used in the personnel department are of special importance to the hiring procedure; they are the employee requisition form and the job application. The employee requisition form should be set up so as to be of the most possible help to the personnel office. It should include all data necessary to fully explain the job to the personnel

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department. The requisition form should give such information as department requesting help, date of requisition, when help is needed, how many are needed, sex preferences if any, job title of position to be filled, starting salary, why needed, special qualifications, work schedule, full or part time work, regular or temporary personnel wanted, a brief job analysis, and a place to show action taken. Also, in order for the requisition to be acted upon it should first be approved by the department supervisor, the expense department, the department's buyer, and by the personnel department. With all this information on the form the personnel department is saved the task of looking up the job or of relying on memory in following through on the requisition.

The second form used in the hiring procedure, the application blank, is just as important as the requisition form. The application blank gives the interviewer a basis for the subject matter of his interview. Also, it may quickly point out any glaring deficiencies in the applicant's qualifications. However, it does not necessarily follow that the application blank should be long and complicated, trying to find out everything at once. The long and involved application form violates the principle that no part of the employment procedure can do the job alone. If we get every possible bit of pertinent information out of the applicant by the application blank why bother with the interview? The application blank should be a springboard to a good interview

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rather than a replacement of the interview. Therefore, the application blank should be as short and concise as possible. The only kinds of information the application blank should elicit from the applicant are: name, address, phone number, social security number, sex, marital status, number of dependents, any special skills, position desired, amount of education, if minor have working papers been filed, name and address of last three employers, position held there, and name of immediate supervisor. Any other necessary information may be obtained from the interview. A reference listing has been omitted, for the applicant would not list anyone he feels would give him a bad reference; also, a telephone call or letter to all of the applicant's previous employees will give better results. Reference by only one may be misleading; this reference may be slanted either favorably or unfavorably, depending, perhaps, on personalities.

5. A Good Interview Procedure

A good interview procedure is essential to a sound employment program. Other phases of the program such as the application blank and psychological tests give information of an objective nature but it is the task of the interviewer to supplement this information with facts of a more subjective nature; for example, family conditions, social presence, why the applicant left his last job, interests, personality, and ability to deal with people in all types of situations. Although psychological testing may give the personnel director

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the same facts the interview allows him to expand the information and to evaluate it from two aspects rather than one.

Where at all possible there should be two interviewers; one who will speak to all applicants for a brief period not exceeding five minutes, the other to further interview those whom the first interviewer feels are what the store is looking for. Such a procedure, though giving a first appearance of bulkiness, is actually quite effective; however, it is usually limited only to the larger department stores except in peak periods, where it may also be used by the smaller department stores. This procedure allows a great speeding up of the interviewing procedure; in times of real rush there may be two preliminary interviewers to one primary interviewer. Normally each applicant would be given a courtesy interview lasting at least five minutes; here those receiving only courtesy interviews take up only a maximum of five minutes. Another advantage of this procedure is that the primary interviewer has had his groundwork laid before him by the preliminary interviewer and enters into the interview on much firmer ground than is possible if he were the first one to interview the applicant, thus allowing him to get to important material even at once. Also, the applicant, seeing that he has passed the first stage safely, will begin to lose some of his apprehensions and therefore be able to speak more freely and with more confidence than if this were the first stage of the employment procedure. A final advantage

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of this procedure is that it helps to eliminate, to a certain degree, the error of human judgment. It should be pointed out that an expanded version is used by all stores regardless of size, when hiring for an executive or future executive position, i.e., a series of interviews.

No matter what procedure a store adopts for its interviewing there are certain basic procedures that must be followed during the interview. The first of these is that the interviewer should be thoroughly trained. It would be senseless to set up rules only to have them poorly used or not used at all by a poorly trained and inexperienced interviewer. The most important rule is to do everything possible to alleviate any nervousness on the part of the applicant so that he will be able to act and speak normally. From this we see that nothing should be written down in the presence of the interviewee, for another unknown confronting the applicant will only add to his nervousness. The interviewer should be a good listener and be able to correlate and evaluate what he hears. However, he must also be able to speak well and above all unambiguously, for the interview is a two-way street of interchanged information rather than a one-way street where the interviewer only gives or gets information. Finally, interviews should end on a good note, keeping the applicant friendly toward the store whether he has been accepted or rejected.

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No matter what procedure a state adopts for the interviewing there are certain basic procedures that must be followed during the interview. The first of these is that the interviewer should be thoroughly trained. It would be senseless to set up rules only to have them poorly used or not used at all by a poorly trained and inept interviewer. The most important rule is to do everything possible to alleviate any nervousness on the part of the applicant so that he will be able to act and speak normally. From this we see that nothing should be written down in the presence of the interviewee, for another unknown confronting the applicant will only add to his nervousness. The interviewer should be a good listener and be able to correlate and evaluate what he hears. However, he must also be able to speak well and above all unambiguously. For the interview is a two-way street of interchanged information rather than a one-way street where the interviewer only gives or asks information. Finally, interviewers should act on a good note, keeping the applicant friendly toward the state whether he has been accepted or rejected.

In order to follow through correctly the above

basic procedures the interview needs a plan to hang itself on. The interview itself cannot be completely preplanned for each one is different, but a basic framework for the interview should be made up in advance. This would include such things as: information concerning present job openings within the store, the types of questions needed to elicit the necessary information, and what type of person has previously made good on the job applied for.

There is a marked turn of late to the use of stress interviews (see Appendix A). There is not, as yet, enough information available to say whether the trend will last or not; but regardless, any store using the stress technique in interviewing should be sure that it has properly trained interviewers to administer it.

6. A Good Testing Procedure

Just as important a part of the employment procedure as the interview is psychological testing. In testing the stress is on objectivity as opposed to the subjectivity of the interview. However, both are needed to present a complete and well rounded picture of the applicant. There are five general categories into which tests are divided: mental ability, aptitudes, skills, personality, and interests. It is best to use a battery made up of a test (or tests) from each category, thereby giving insight into all aspects of the applicant's make-up. The most important factor in selecting the tests to be used is validity - what we want to measure

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There is a marked turn of late to the use of direct interviews (see Appendix A). There is not, as yet, enough information available to say whether the trend will last or not; but regardless, any store using the direct technique in interviewing should be sure that it has properly trained interviewers to administer it.

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and whether there are validated tests already drawn up to test this aspect. Some of the largest stores may feel it is worth the effort to make up their own tests. However, this is a costly and time-consuming process, one which must be handled with the greatest care by a thoroughly trained and competent person.

An important question in testing is how much emphasis should be placed on the test results. The point to remember is that testing is not the only phase of the employment procedure. All the other information concerning the applicant must be weighted and take its place with the test results. In border-line cases test results may be the deciding factor on whether to hire or reject the applicant. Therefore, we see that minimum scores must be established. What will be the lowest possible score an applicant may receive and still be hired? This the stores usually will have to determine for themselves from their follow-through on their placements.

As important as the first question is at what stage in the employment procedure will the tests be given? It must be remembered that to give an applicant a battery of tests costs both time and money. It is for this reason that the tests should be given after some evidence has been gained that the applicant has a good chance of being hired. In the interview procedure outline previously given the tests would be given to those applicants favorably passed upon by the preliminary interviewer before he has his primary interview. In

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stores having only one interviewer the tests should be given after the applicant has been favorably passed upon by the interviewer. Thus testing costs are kept to a minimum, for tests are given only to those who the interviewer feels will be hired.

One final point should be remembered; if due to the test results the applicant must be rejected, it is often wise to go over the test with him and explain its meaning. The average applicant has no knowledge of what psychological tests consist of or what importance they hold in his selection. If he is rejected after taking the test he is likely to feel that the store arbitrarily rejected him, and he may leave with a feeling of animosity both toward the store and testing. If the results are explained properly to him in clear and simple words this feeling can be combatted and changed to one of understanding.

7. A Clearly Defined Hiring Policy

This last factor is actually not a single phase of the employment procedure but rather a factor which is present in all the phases of the procedure. There is no one factor which causes as many doubts and questions as the lack of clearly defined policies and this holds true in personnel administration, as it does in all other facets of store management. Who has the final word on acceptance or rejection? What is the proper procedure in the hiring process? Can the receptionist reject applicants? How much weight should be

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V. A Clearly Defined Hiring Policy

This last factor is actually not a single phase of the employment procedure but rather a factor which is present in all the phases of the procedure. There is no one factor which causes as many doubts and questions as the lack of clearly defined policies and this holds true in personnel administration, as it does in all other facets of store management. Who has the final word on acceptance or rejection? What is the proper procedure in the hiring process? Can the receptionist reject applicants? How much weight should be

given to test results? As can be seen, these questions arise from the six preceding steps of the hiring procedure; therefore, each phase, once established, should be written down and copies distributed to all those the policy will affect. Thus using the preceding material the following policy outline could be drawn up. The personnel office should be located away from distractions, but be easily accessible from the street. All possible steps should be taken to insure the utmost comfort for those using the office coupled with the most efficient layout for the staff. The receptionist will see that all applicants, except those showing signs of excessive rowdiness, properly fill out an application blank and receive a preliminary interview. All those passing the preliminary interview are given a battery of tests to help better determine their abilities and then receive another, more lengthy interview. Then a policy would have to be established for the proper treatment of those accepted and those rejected.

Those applicants who the interviewer feels should be hired should then be interviewed by their future supervisor. This is usually a courtesy interview and unless the supervisor has any strong and well-founded objections, the applicant would then be hired. Those whom the store cannot hire should be told the reason(s) for their rejection and every effort should be made to have the applicant leave on a friendly basis.

C. Ranking the Five Stores

The stores will be ranked using the pre-employment

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C. Focusing the Five Steps

The stores will be ranked using the pre-employment

program outlined above as a base.

1. Proper Usage of the Labor Supply

Gordon's has woefully overlooked the use of promotion from within, using employment agencies to fill their vacancies in many of the executive positions. Two recent openings in the personnel department have been filled from the outside rather than from within. Rail applicants and college and school interviewing play a minor role in their procurement of personnel. Rather, their stress is on advertising and employment agencies. Thus they do not make the best use of their labor supply.

Teal's follows exactly the four major labor sources listed and also uses governmental employment agencies. They are taking the fullest advantage of their labor sources. They use promotion from within and rail applicants as their major source and schools and colleges plus seasonal advertising and governmental agencies as their minor sources of labor.

At Mason's promotion from within holds its proper place as the most important labor source, but the rail applicant has been moved down in importance in favor of "friends" of present employees and former employees. These latter are sound sources but are not of as great importance as the rail applicant and bring with them the disadvantage that such sources may run away with themselves and grow at a disproportionate rate to their importance. Next in importance as sources of labor supply for Mason's are seasonal advertising, school and

program outlined above as a base.

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college interviewing, and finally, the rail applicant. They use the proper sources but have placed rail applicants in the wrong position; they should follow promotion from within in importance.

Robbin's, due to its lack of any formalized personnel program, has developed and uses those labor sources best suiting their needs. Because of this, their sources do not have to conform exactly to those listed as the major sources. Employment agencies are advanced to major importance while rail applicants are dropped, for with Robbin's low turnover the demand for personnel is usually immediate and the store cannot depend too heavily on the rail applicant. The schools and colleges are used but without their normal importance. Promotion from within and advertising (not necessarily seasonal), however, retain their proper ranking.

Kole's, as Robbin's, having no formal personnel program, have adopted their own standards as to what the most important labor sources are. They feel scouting and occasional advertising are the only sources necessary. They are completely wrong. Scouting is the worst possible labor supply for department stores, for no other reason than that it causes tensions among the stores of a community. None of the major sources of labor supply are used by Kole's.

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2. The Personnel Office

Gordon's personnel office is easily accessible from the street but there are no resemblances to a good personnel office

ends. The office is too small, there are too many outside distractions, it needs a paint job, and it is uncomfortable.

Teal's personnel office is the best of all the five stores. It is pleasant, the proper size, clean, comfortable, well laid out, easily accessible, and there are no outside distractions.

Mason's personnel office ranks next to Teal's and not too far above the Robbin's personnel office. It is easily accessible from the street, it is fairly comfortable, it is well laid out, there are no distracting noises, and it is fairly pleasant. However, it is too large. In times of top peak periods it may be adequate, but in normal times its largeness gives a feeling of awkwardness and coldness.

Robbin's and Kole's have no personnel offices as such. At Robbin's the office of the store superintendent is used, while at Kole's the office of the interviewing department supervisor is used.

3. The Receptionists

At Teal's and Mason's the receptionist follows exactly the duties outlined in the suggested program. However, at Gordon's the receptionist is allowed to reject applicants having physical handicaps or those seeking a specific job for which there are no present openings. This is wrong; all applicants should be allowed to see someone of higher authority than a receptionist, especially if they are going to be immediately rejected.

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Kole's and Robbin's have no receptionists.

4. Information Forms

Gordon's makes use of both the employee requisition form and the application blank. Its employee requisition form is actually adequate yet it could be made better if the starting salary and the work schedule for the job were included. The application blank used by Gordon's is also adequate yet it includes such extraneous questions as: maiden name, full name of husband, special skills, and previous employment with Gordon's. If these questions are of any importance they may be gotten in the interview. Any check on working papers for a minor has been left out as well as any sign of action taken.

Teal's also uses both the employee requisition (two types) and the application blank (two types). The first employee requisition is for regular employees, which conforms almost exactly to the prescribed form outlined in the suggested pre-employment program, the only difference being that they include an expense classification number for the job. The second employee requisition is merely a form to procure time cards for those special employees working on a nearly permanent basis.

Teal's has one application blank for temporary employment and another for regular employment. Of the two the former comes closest to conforming with proper makeup. In the application for temporary employment the only non-perti-

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nent questions asked are date of birth, height, weight, and citizenship. The application for regular employment becomes much more involved. It asks the following non-pertinent information: maiden name, person to be notified in case of sickness or injury, his address, date of birth, height, weight, employed at present, may present employer be contacted, citizenship, previous employment by Teal's, relatives employed by Teal's, and military record.

Mason's also uses both the employee requisition form and the application blank. The employee requisition form used by Mason's is perfect in all but one point: there is no mention of salary. Otherwise the form fulfills all the requirements listed previously. The application blank is too involved and ranks below the form used by either Gordon's or Teal's. It includes such non-pertinent information as: date of birth, maiden name, physical description, veteran status, previous employment at Mason's, relatives at Mason's, sports or hobbies, ability to speak foreign languages, citizenship, father's name or, if deceased, mother's marriage name, father's occupation, work experience asked for too lengthy, and references. Also questions on working papers are not included.

Robbin's uses no employee requisition form; it is strictly left to the opinion of the store superintendent. Their application blank has been reduced to the barest possible minimum. However, they could still leave out the following questions: maiden name, physical defects, date of

birth, related to anyone at Robbin's.

Kole's has no employee requisition form; it is left up to each department supervisor to decide when and if he needs new personnel. An application blank is used. The following questions should be removed from this blank: age, date of birth, citizenship, health questions, living arrangements, and nearest relative. Space should be made to include a question on working papers.

5. The Interview Procedure

Not one of the five stores uses the suggested method of a preliminary and primary interview. Each uses only one interviewer, except, however, in hiring for executive or future executive positions, when Gordon's, Teal's and Mason's have the applicant interviewed by two or three men besides the regular employment interviewer. Gordon's, perhaps, comes the closest in that all applications must be interviewed by their future supervisors and they must be acceptable to the supervisor before they may be hired.

Mason's supplies its interviewers with an interview guide to be filled in during the interview. None of the other stores uses an interview guide.

6. The Testing Program

Gordon's has an extensive testing program, the most important part being the interaction chronograph. However, the tests are not given in battery form, but rather, they use only tests giving scores for mental capacity and skill. All

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their tests have been validated from the outside; Gordon's is helping to validate the interaction chronograph. Although tests are quite important in Gordon's employment program, they are not over-emphasized. Gordon's will hire against the tests in some borderline cases. Tests are taken once a favorable opinion of the applicant has been reached.

Teal's and Mason's also have testing programs. However, I was not able to receive much information on them, for Teal's uses tests available at the Massachusetts Employment Service, which are not available to the public and Mason's has made up its own set of tests and will release no information concerning them until they are completely validated. However, neither store has anything to compare with the interaction chronograph. Tests are taken once it seems the applicant will be hired.

Neither Robbin's or Kole's uses psychological testing in their employment procedure.

None of the stores go over the test results with those who are rejected.

7. An Overall Rating

On the basis of the preceding evaluation I rank the five stores in the following order: 1. Teal's; 2. Gordon's; 3. Mason's; 4. Robbin's; 5. Kole's.

If a division by size is made and we split the group in two, we would get Teal's, Mason's, and Gordon's in one group and Robbin's and Kole's in the other. Ranking them

within their groups the only change would be to place Robbin's first in its division. Thus, Teal's is number one in its division and Robbin's in its, yet their programs are wide apart. Robbin's does not even have a program.

The reason for its inclusion as a separate appendix rather than in the section on testing is due to its extremely important contribution to department store selection and its business.

The Interaction Chronograph measures directly many of the factors known to be important in determining success, not only in selling but also in executive and other positions where ability to work with people is important. In the contact between the interviewer and the applicant the interaction chronograph measures the applicant's energy or activity, tempo of acting, fastness or slowness, the degree of initiative shown, degree of dominance or aggressiveness as well as the applicant's capacity to adapt to different kinds of persons.

These factors are measured by the Interaction Chronograph machine through an operator who records the timing of each person's behavior on the machine by means of two keys, one for each person. The operator is either in the interview room or in a position where he is able to freely see and hear what is happening. At first the interviewer and then the interviewee respond, the operator keeps a separate button down for each. A response may be merely a smile or a nod of the head. It should be noted that the machine is merely an elab-

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orate measuring device; a stopwatch could be substituted. It is the time intervals being measured which are important. The interview follows a standard pattern in which the amount and timing of the responses to the subject are carefully defined. The interview material is organized around general topics such as past job experience, and the interviewer keeps the subject talking by encouraging him with phrases designed to elicit more information. Direct or specific questions are never asked and the interview is kept as informal as possible.

The interview is divided into five sections. In the first section the interviewer has the subject talk of his work experience. In the second section the applicant is asked to discuss his outside interests. During this second period, instead of responding immediately, the interviewer fails to respond and if necessary waits for fifteen seconds before doing so. The section lasts until either fifteen minutes or twelve such pauses have elapsed. In the third section the subject is asked to talk about his family, or may again discuss previous work experience if the subject is loathe to discuss his family. The procedure is, as in the first section, a normal interview procedure. Pressure is again applied to the applicant in the fourth section. However, this time the subject is asked to discuss his education and instead of a non-responsiveness by the interviewer, the latter interrupts continuously, trying to talk the subject down for a specific length of time. This section, as the second, lasts fifteen minutes or twelve inter-

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ruptions. The fifth and final section is again carried on in a normal interview method. Here the applicant is asked to discuss how he became interested in the retail field or what kind of job he wants. The whole test usually lasts three quarters of an hour. The five topics used are standardized only in so far as the same set must be used to achieve validity.

The test has shown that the best sales personnel are those with a well established range. However, it does not mean that a person with a certain activity rate can sell well in any department. Specific patterns have been shown for different departments and the existing conditions there.

Gordon's has achieved a validity coefficient of well over 90 per cent for sales personnel. However, there is still doubt as to its validity for selection and placement of executives. This is due to the fact that means to set precise standards for executives, as for sales personnel, have not been found. It is a great deal more difficult to say who is a good executive than who is a good salesman. Due to its high validity showing, the store rarely hires against the test, except in borderline cases where the interviewer may feel the applicant is so close to the standard that she should be given a chance.

It is the opinion of the author that as more data is compiled on the test it will receive wider and wider acceptance and eventually will be a standard in the selection

The material for this was obtained from a speech given by Charles Gordon, the National Retail Dry Goods Association in January, 1945, and published in mimeograph form for personnel heads of department stores.

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and placement procedures of all department stores. #

WOMEN'S JOB REQUISITION FORM

REQUISITION
FOR ADDITIONAL HELP

Dept.	From:	To:	Repl.
No.			<input type="checkbox"/> Replacement
Needed			<input type="checkbox"/> Extra
For			<input type="checkbox"/> Male
			<input type="checkbox"/> Female

Qualifications

.....

.....

Why

Needed

.....

.....

OK To Hire

Requested

By

No.

OK'd

By

Send Direct to Employment Office
if within Budget Limits

Send to Budget Control if over Budget Limits.

The material for this was obtained from a speech given by Chapple before the National Retail Dry Goods Association in January, 1948, and published in mimeograph form for personnel heads of department stores.

and placement procedures of all department stores.

The material for this was obtained from a speech given by Chapple before the National Retail Dry Goods Association in January, 1948, and published in mimeograph form for personnel heads of department stores.

FIGURE IaGORDON'S JOB REQUISITION FORMREQUISITION
FOR ADDITIONAL HELP

Dept.....		Date.....	
No.	From:	To:	<input type="checkbox"/> Replacement
Needed			<input type="checkbox"/> Extra
Job.....			<input type="checkbox"/> Male
			<input type="checkbox"/> Female
Qualifications.....			
.....			
.....			
Why			
Needed.....			
.....			
.....			
OK To Hire		Requested	
		By	
No.		OK'd	
		By	

Send Direct to Employment Office
If within Budget Limits

Send to Budget Control if over Budget Limits.

FIGURE 1A
GORDON'S JOB REQUISITION FORM

REQUISITION
FOR ADDITIONAL HELP

Post.....		Date.....	
From:		To:	
No.	Extra	Male	Female
Job.....			
Qualifications.....			
Why Needed.....			
OR to Hire			
No.	By	By	By

Send Direct to Requisition Office
If within Budget limits.
Send to Budget Control if over Budget limits.

FIGURE II

GORDON'S APPLICATION BLANK

DEPT _____ CODE _____ DATE EFFECTIVE _____

SALARY _____ AUTOMATIC _____ UNION _____ B.C. _____ W.C. _____ H.R. _____

P.S.I. _____ EMP NO. _____ COMMENT _____

FILL OUT BOTH SIDES OF APPLICATION - DO NOT WRITE ABOVE THIS LINE

NAME (PRINT) _____		LAST _____ FIRST _____ MIDDLE _____		POSITION DESIRED: _____	
ADDRESS _____		NUMBER _____ STREET _____		REFERRED BY: _____	
CITY _____		STATE _____		TELEPHONE NO. _____	
MAIDEN NAME IF MARRIED WOMAN _____		FULL NAME OF HUSBAND OR WIFE _____			
PREVIOUS ADDRESS _____					
DATE OF BIRTH: _____	MONTH _____	DAY _____	YEAR _____	SINGLE <input type="checkbox"/> MARRIED <input type="checkbox"/>	DIVORCED <input type="checkbox"/> WIDOWED <input type="checkbox"/>
				NO. OF DEPENDENTS <input type="checkbox"/>	
HAVE YOU EVER BEEN EMPLOYED BY GORDON'S? _____				IF SO, GIVE DATES AND PREVIOUS POSITIONS HELD: _____	
WHAT OFFICE MACHINES ARE YOU FAMILIAR WITH? _____				TYPING SPEED _____ W.P.M. _____	
LIST FOREIGN LANGUAGES YOU SPEAK, READ OR UNDERSTAND: _____					

I HEREBY AGREE THAT IN NO EVENT SHALL GORDON CO. BE LIABLE FOR ANY LOSS OR ANY DAMAGE TO MY CLOTHING OR PERSONAL PROPERTY. IF EMPLOYED BY THE GORDON CO., I HEREBY AUTHORIZE THE GORDON CO. TO DEDUCT FROM MY SALARY PREMIUMS FOR SICK BENEFIT INSURANCE AS A MEMBER OF THE "MEMBERS OF THE GORDON ASSOCIATION BENEFIT SOCIETY, INC."

SIGNATURE _____ DATE _____

Side II

EDUCATION RECORD

GRADE SCHOOL: YEARS COMPLETED <input type="checkbox"/>	HIGH SCHOOL: YEARS COMPLETED <input type="checkbox"/>	NAME AND ADDRESS OF HIGH SCHOOL
COLLEGE: NAME AND ADDRESS	DEGREE	YEAR
		OTHER: _____

PREVIOUS EMPLOYMENT RECORD

ACCOUNT FOR ALL TIME SINCE LEAVING SCHOOL

NAME AND ADDRESS OF EMPLOYER	FROM	TO	SALARY	POSITION	REASON FOR LEAVING
	MO. _____	MO. _____			
	YR. _____	YR. _____			
	MO. _____	MO. _____			
	YR. _____	YR. _____			
	MO. _____	MO. _____			
	YR. _____	YR. _____			
	MO. _____	MO. _____			
	YR. _____	YR. _____			

FIGURE 11GORDON'S AFFILIATION WITH

THE
FEDERAL BUREAU OF INVESTIGATION

FIGURE III
GORDON'S CLERICAL TESTS

Excerpts

SET N-2

Name _____
Last First

Date _____
Month Day Year

Age(at last birthday) _____ Sex _____
M or F

Highest School Grade Completed _____

DIRECTIONS

This is a test of arithmetic. Do each example in turn as quickly as you can.
 All of the answers are whole numbers. Work down the left-hand page first.

DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO

- | | |
|--------------------------|---------------------------|
| 1. $18 \times 9 =$ _____ | 52. $81 - 44 =$ _____ |
| 4. $121 - 59 =$ _____ | 60. $111 - 94 =$ _____ |
| 8. $103 - 34 =$ _____ | 64. $137 - 84 =$ _____ |
| 12. $116 - 97 =$ _____ | 68. $112 - 97 =$ _____ |
| 16. $112 - 34 =$ _____ | 72. $97 - 39 =$ _____ |
| 20. $141 - 72 =$ _____ | 76. $117 - 35 =$ _____ |
| 24. $127 - 68 =$ _____ | 80. $132 - 53 =$ _____ |
| 28. $65 - 39 =$ _____ | 81. $19 \times 8 =$ _____ |
| 32. $101 - 48 =$ _____ | 83. $224 \div 5 =$ _____ |
| 36. $74 - 46 =$ _____ | 84. $104 - 36 =$ _____ |
| 40. $125 - 57 =$ _____ | 88. $96 - 47 =$ _____ |
| 44. $61 - 35 =$ _____ | 90. $29 \neq 69 =$ _____ |
| 48. $124 - 39 =$ _____ | |

WONDERLIC
PERSONNEL TEST
Form A

NAME.....DATE.....
(Please Print)

READ THIS PAGE CAREFULLY. DO EXACTLY AS YOU ARE TOLD.
DO NOT TURN OVER THIS PAGE UNTIL YOU ARE
INSTRUCTED TO DO SO.

This is a test of problem solving ability. It contains various types of questions.
Below is a sample question correctly filled in:

REAP is the opposite of
1 obtain, 2 cheer, 3 continue, 4 exist, 5 sow..... [5]

The correct answer is "sow." (It is helpful to underline the correct word.) The
correct word is numbered 5. Then write the figure 5 in the brackets at the end
of the line.

Answer the next sample question yourself.

Gasoline sells for 23 cents per gallon. What will 4 gallons cost?.....

The correct answer is 92¢. There is nothing to underline so just place "92¢"
in the brackets.

This test contains 50 questions. It is unlikely that you will finish all of them,
but do your best. After the examiner tells you to begin, you will be given exact-
ly 12 minutes to work as many as you can. Do not go so fast that you make mistakes
since you must try to get as many right as possible. The questions become increas-
ingly difficult, so do not skip about. Do not spend too much time on any one prob-
lem. The examiner will not answer any questions after the test begins.

Now, lay down your pencil and wait for the examiner to tell you to begin!

THIS PAGE IS NOT TO BE TURNED UNTIL YOU ARE TOLD TO DO SO.

- Form A
1. The last month of the year is
1 January. 2 March. 3 July. 4 December. 5 October..... []
6. USUAL is the opposite of
1 rare. 2 habitual. 3 regular. 4 stanch. 5 always..... []
15. Lemons sell at 3 for 10 cents. How much will $1\frac{1}{2}$ dozens cost?..... []
21. A dealer bought some cars for \$4000. He sold them for \$5000, making
\$50 on each car. How many cars were involved?..... []
37. What is the next number in this series? 1 .5 .25 .125 ?..... []
47. Assume that the first 2 statements are true. Is the final one:
1 true. 2 false. 3 not certain: Great men are ridiculed. I am
ridiculed. I am a great man. []
49. Four of the following 5 parts can be fitted together in such a way as
to make a triangle. Which 4 are they? []

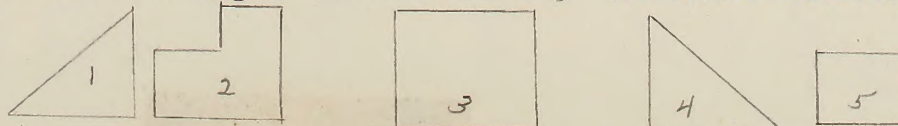


FIGURE V

TEAL'S REQUISITION FOR EMPLOYEES

Side I

REQUISITION FOR EMPLOYEES

DEPT. _____ EXPENSE _____ DATE _____
CLASSIFICATION NO. _____ WRITTEN _____

TO THE EMPLOYMENT DEPARTMENT:

PLEASE PROCURE FOR MY INTERVIEWING CANDIDATES FOR THE VACANCY DESCRIBED BELOW:

JOB TITLE _____ JOB NO. _____ GRADE _____ SALARY \$ _____ PER _____

NO. OF PERSONS _____ MALE _____
FEMALE _____ REGULAR _____ ADDITION _____ FULL TIME _____
EITHER _____ TEMPORARY _____ REPLACEMENT _____ PART TIME _____

IF REPLACEMENT,

NAME OF EMPLOYEE REPLACED _____ SALARY \$ _____ PER _____

WHY NEEDED? _____

SPECIAL QUALIFICATIONS _____

DATE _____ LENGTH OF _____ WORK _____
WANTED _____ TIME _____ SCHEDULE _____

SIGNATURES

INITIATING SUPERVISOR _____ DIVISION _____ STORE MANAGER _____

EXPENSE _____ PERSONNEL _____

PLEASE FILL IN ALL SECTIONS COMPLETELY BEFORE SENDING TO EMPLOYMENT

Side II

THIS SIDE FOR EMPLOYMENT DEPARTMENT USE:

DATE RECEIVED _____ TIME RECEIVED _____
(Mo.) (Day) (Year)

ACTION TAKEN

PRESENT EMPLOYEES CONSIDERED FOR TRANSFER:

<u>NAME</u>	<u>DATE</u>	<u>RESULT AND REMARKS</u>	<u>TO START</u>
_____	_____	_____	_____
_____	_____	_____	_____

APPLICANTS REFERRED:

<u>NAME</u>	<u>DATE</u>	<u>RESULT AND REMARKS</u>	<u>TO START</u>
_____	_____	_____	_____

TEAL'S REQUISITION FOR SPECIALS

From:..... Title..... Date.....
mo. day year

To:..... Specials wanted week ending

 mo. day year

INSTRUCTIONS: 1. Use one line for each SPECIAL wanted
2. Fill in dep't, job, sex, days
3. Forward known requirements 7 days in advance
4. For last minute requirements, send supplementary list

[illegible]

Received..... Filled.....
 date time signature date time signature

IV. 2011

THE 1911 REGISTRATION ACT

1911-1912

1911-1912

	Male	Female	Sales Base	Sales Gen'l	Sales Garm't	Sales Mill'y and Hats	Sales Shoes	Office	Mark'g	Cash-Exam'r	Stock	Rest	Other	AVAILABILITY							Mid-day																			
														Mon.	Tu.	Wed.	Th.	Fri.	Sat.	Morn.																				
Main	APPLICATION FOR TEMPORARY EMPLOYMENT																			EMPL.																				
	PLEASE PRINT																			NO.																				
Base.	NAME _____																																							
	(Last)						(First)						(Middle Initial)																											
Camb.	Maiden Name _____										Social Security No. _____																													
Cler.	Address _____ Phone No. _____																																							
Typ.	(No.) (Street) (City)																																							
Steno.	Date of Birth _____										Height _____					Weight _____																								
	(Mo.)			(Day)			(Year)			(Ft.)		(In.)																												
Waitress	Single		Divorced				Separated				U.S. Citizen				Yes		No																							
	Married		Widowed				No. of Dependents _____																																	
Cook	Education (Circle Highest Grade Completed)																																							
Bus.	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4																									
	grammar school							high school				college				other																								
Dish.	Name of School _____																																							
Base. C'ter	Interviewer's Comments _____																																							
Clean- ing																																								
	1	2	4	7																	1	2	4	7																
	UNITS										TENS										THOUS.										HUND.									
	ALPHA-NUMERIC CODE																																							

Side II

M Y		NAMES AND ADDRESSES OF		JOB TITLE AND NAME	REASON FOR	REF.
O	E	PREVIOUS EMPLOYERS		OF IMMEDIATE	LEAVING	
N	A			SUPERVISOR		
T	R					
H						
		MOST RECENT EMPLOYER				
FROM		NAME				
		STREET				
TO		CITY AND STATE				
		PREVIOUS EMPLOYER				
FROM		NAME				
		STREET				
TO		CITY AND STATE				
HAVE YOU EVER BEEN EMPLOYED BY TEAL'S BEFORE?				YES	NO	

I HEREBY CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF THE STATEMENTS GIVEN IN THIS APPLICATION ARE CORRECT. AND PERMISSION IS GIVEN FOR ANY INVESTIGATION THAT MAY BE NECESSARY.

DATE _____
 (Mo.) (Day) (Year) (Applicant's Signature)

IF MINOR, HAVE WORKING PAPERS BEEN FILED? YES NO

DEPT _____ POSITION _____ TO BEGIN _____
 _____ Hours _____ Days _____ (Mo.) (Day) (Year)

NAME	POSITION	SALARY \$	PER
...

PLATE VII

THE 'S' TEMPLE AT THE TEMPLE MOUNT

THE 'S' TEMPLE AT THE TEMPLE MOUNT

THE 'S' TEMPLE AT THE TEMPLE MOUNT

THE 'S' TEMPLE AT THE TEMPLE MOUNT

TEAL'S COMPANY
APPLICATION FORM

PLEASE PRINT

NAME..... (LAST) (FIRST) (MIDDLE INITIAL) MALE FEMALE DATE..... (MO.) (DAY) (YEAR)

MAIDEN NAME..... (LAST) (FIRST) (MIDDLE INITIAL) SOCIAL SECURITY NO.....

ADDRESS..... (NO.) (STREET) (CITY) (STATE) TEL. NO.....

PERSON TO BE NOTIFIED IN CASE OF SICKNESS OR INJURY..... (LAST) (FIRST) (MIDDLE INITIAL) RELATIONSHIP.....

ADDRESS..... (NO.) (STREET) (CITY) (STATE) TEL. NO.....

LIST IN ORDER JOBS OR TYPE OF WORK DESIRED:

1. ARE YOU EMPLOYED AT PRESENT? YES NO

2. IF SO, MAY WE CONSULT YOUR PRESENT EMPLOYER? YES NO

3. SALARY DESIRED \$..... PER.....

DATE YOU WILL BE AVAILABLE..... (MO.) (DAY) (YEAR)

DATE OF BIRTH..... HEIGHT..... FT..... IN. WEIGHT..... LBS.

(MO.) (DAY) (YEAR)

U.S. CITIZEN YES NO SINGLE MARRIED DIVORCED WIDOWED SEPARATED

AGES OF DEPENDENT CHILDREN..... NO. OF OTHER DEPENDENTS..... (FATHER, MOTHER, ETC.)

EDUCATION

	NAMES AND LOCATIONS	MAJOR COURSES & FOREIGN LANGUAGES	DATES		GRAD.	DEGREE
			ENTERED	LEFT	YES NO	
GRADE SCHOOL						
HIGH SCHOOL						
BUSINESS TECH OR VOC. SCHOOL						
COLLEGE						
OTHER						

WHAT ARE YOUR MACHINE SKILLS?..... LIST YOUR HOBBIES AND INTERESTS.....

(TYPEWRITER, COMPTOMETER, TICKETING, PRESSING, ETC.)

WHAT OTHER SPECIAL SKILLS DO YOU HAVE?..... LIST THE SPORTS IN WHICH YOU ARE ACTIVE.....

RECORD OF EMPLOYMENT

MO.	YR.	NAMES AND ADDRESSES OF PREVIOUS EMPLOYERS	JOB TITLE AND NAME OF IMMEDIATE SUPERVISOR	SALARY	REASON FOR LEAVING	REF.
FROM		PRESENT OR MOST RECENT EMPLOYER				
TO		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				
FROM		PREVIOUS EMPLOYER				
TO		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				
FROM		PREVIOUS EMPLOYER				
TO		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				
FROM		PREVIOUS EMPLOYER				
TO		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				
FROM		PREVIOUS EMPLOYER				
		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				
FROM		PREVIOUS EMPLOYER				
		NAME OF FIRM		\$.....		
		STREET		PER.....		
		CITY & STATE				

DO NOT WRITE IN THIS SPACE

Side II

HAVE YOU BEEN EMPLOYED BY TEAL'S BEFORE? YES NO

HAVE YOU ANY RELATIVES EMPLOYED BY TEAL'S? YES NO

HAVE YOU EVER SUPERVISED EMPLOYEES? YES NO

HAVE YOU ANY PHYSICAL DEFECTS? YES NO

SIGHT HEARING SPEECH

ANY OTHER?.....

MILITARY SERVICE IN WORLD WAR II

BRANCH..... FROM..... TO..... TYPE OF DISCHARGE.....

(MO.) (DAY) (YEAR) (MO.) (DAY) (YEAR)

MILITARY EXPERIENCE IN WORLD WAR II

(BEGIN WITH RANK AT DISCHARGE)

RANK	DATE OF APPOINTMENT	DESCRIPTION OF RESPONSIBILITIES

LIST SPECIAL COURSES IN SERVICE.....

I HEREBY CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF THE STATEMENTS GIVEN IN THIS APPLICATION ARE CORRECT AND PERMISSION IS GIVEN FOR ANY INVESTIGATION THAT MAY BE NECESSARY.

EMPLOYMENT IS CONDITIONAL UPON THE SATISFACTORY COMPLETION OF A PREPLACEMENT PHYSICAL EXAMINATION

APPLICANT'S SIGNATURE.....

DO NOT WRITE BELOW THIS LINE

INTERVIEWER'S COMMENTS:.....

INTERVIEWER'S SIGNATURE..... DATE.....

SOURCE OF REFERRAL OR CONTACT WITH COMPANY.....

ACTION TAKEN:

HIRED PENDING NOT HIRED IF MINOR, HAVE WORKING PAPERS BEEN FILED? YES NO

1111 1111

1111 1111 1111 1111 1111 1111

1111 1111 1111 1111

1111 1111 1111 1111

1111 1111 1111 1111

TEAL'S PERSONNEL STATUS FORM

TEAL'S
PERSONNEL STATUS FORMMALE
FEMALE DATE

1. NAME OF EMPLOYEE

REGULAR	SEASONAL	FULL TIME	PART TIME	JOB TITLE	GRADE	JOB NO.	DEPT.	EXPENSE CLASSIFICATION NO.	EMPLOYEE NO.
---------	----------	-----------	-----------	-----------	-------	---------	-------	----------------------------	--------------

2. EMPLOYMENT:
 TO START _____ AT \$ _____ PER _____ HRS _____ DAYS _____
 (MO.) (DAY) (YEAR)
 IF REPLACEMENT NAME
 OF EMPLOYEE REPLACED _____ GRADE _____ AMN'T \$ _____ PER _____

SOCIAL
SECURITY
NO.UNION
NON-UNION

3. SALARY CHANGE:
 FROM: \$ _____ PER _____ HOURS _____ DAYS _____
 TO \$ _____ PER _____ HOURS _____ DAYS _____ DATE OF EMPLOYMENT _____
 EFFECTIVE DATE _____ DATE OF PREVIOUS INCREASE _____ AMN'T \$ _____ PER _____
 (MO.) (DAY) (YEAR) (MO.) (DAY) (YEAR)

4. TRANSFER:
 FROM-JOB TITLE _____ HOURS _____ DAYS _____ UNION
 NON-UNION
 TO -JOB TITLE _____ GRADE _____ JOB NO. _____ DEPT. _____ EXPENSE
 CLASS
 NO. _____
 HOURS _____ DAYS _____ UNION
 NON-UNION EFFECTIVE _____
 (MO.) (DAY) (YEAR)

5. LEAVE OF ABSENCE:
 FROM _____ TO _____ DATE OF
 EMPLOYMENT
 (MO.) (DAY) (YEAR) (MO.) (DAY) (YEAR) (MO.) (DAY) (YEAR)

6. TERMINATION:
 LAST DAY _____ PAY _____ OFFICIAL _____ VACATION _____
 WORKED _____ THRU _____ TERMINATION _____ PAY DUE _____ NO VACATION PAY _____
 (MO.) (DAY) (YEAR) (MO.) (DAY) (YEAR) DATE _____ ONE WEEK _____ DUE _____
 TWO WEEKS _____ TERMINATION
 ALLOWANCE

DATE OF EMPLOYMENT _____ WOULD YOU
 RE-EMPLOY?
 (MO.) (DAY) (YEAR) If no, explain in full in section 7)

CREDIT UNION

CHARGE OFFICE

EXIT

NOTIFIED

NOTIFIED

INTERVIEW

7. DETAILED EXPLANATION FOR ABOVE ACTION:

INITIATED BY:

APPROVALS

1	2	3	4
5	6	7	8

REVIEWED BY _____ PERSONNEL _____ EXPENSE _____ PERSONNEL DATA CARD

8. CHECK BELOW:
 Re-employment
 New Employment
 Reinstatement
 Addition
 Replacement
 Student-Coop
 Squad
 Veteran
 Former Employee
 New Employee
 Transfer
 Promotion
 Demotion
 Status Un-
 changed
 Illness-
 Inactive
 Sick Benefit
 Leave of Absence
 Armed Forces
 Terminations
 Left with
 Notice
 Quit
 Laid off
 Perm.
 Temp.
 Discharged
 Retired
 Disabled
 Died

FIGURE IXTRAIL'S RE-ENTRY STATE FORM

RECEIVED
JAN 10 1964
U.S. CUSTOMS
AND BORDER
PROTECTION
PORT OF ENTRY
SAN FRANCISCO
CALIFORNIA

RECEIVED
JAN 10 1964
U.S. CUSTOMS
AND BORDER
PROTECTION
PORT OF ENTRY
SAN FRANCISCO
CALIFORNIA

RECEIVED
JAN 10 1964
U.S. CUSTOMS
AND BORDER
PROTECTION
PORT OF ENTRY
SAN FRANCISCO
CALIFORNIA

FIGURE XTEAL'S TEST FOR TRAINEES

THE CLAPP-YOUNG SELF-MARKING TESTS

THE HENMON - NELSON TESTS OF
MENTAL ABILITY - Form B

-
1. 17, 20, ..., ..., 29, 32. What two numbers should be placed on the dotted lines? (1) 23 and 26, (2) 21 and 27, (3) 21 and 22, (4) 22 and 26, (5) 23 and 27
6. If the letters p r a t e p i a c e were arranged properly, they would spell:
1 appreciate, 2 preparation, 3 temptation, 4 regretful, 5 appropriate
12. If the letters t r g r s r e i a were arranged properly, they would spell;
1 registration, 2 disregard, 3 registrar, 4 germinate, 5 retract
24. is to as is to: 1 2 3 4 5
30. My cousin's mother is my sister's 1 aunt, 2 second cousin,
3 daughter, 4 mother, 5 niece
36. 2, 3, 5, 8, 12, 17,, What two numbers should come next?
(1) 18 and 20, (2) 19 and 23, (3) 23 and 30, (4) 23 and 29, (5) 22 and 28
42. substance made a bricks called and clay are from pottery
If these words were arranged to make a good sentence, what would be the word after "substance"? 1 bricks, 2 clay, 3 called, 4 are, 5 pottery
48. "Give every man thine ear, but few thy voice" means about the same as:
1 Few words, many deeds. 2 Full vessels give the least sound. 3 Much talk, little work. 4 The tongue is not steel, yet it cuts. 5 A man of sense talks little but listens much.
54. Add is to subtract as humble is to: 1 rich, 2 happy, 3 haughty, 4 mild, 5 ill.
60. A road always has: 1 dust, 2 gravel, 3 cement, 4 grass, 5 dimensions
66. Motion is to physics as blood is to: 1 temperature, 2 body, 3 veins, 4 physiology, 5 geography
72. When 3 pupils were absent from a class the attendance was 94%. How many pupils were there in the class? (1) 30, (2) 90, (3) 50, (4) 15, (5) 31
78. Which of these words does not belong with the others? 1 faith, 2 belief, 3 knowledge, 4 credulity, 5 trust.
84. A novice is a: 1 professional, 2 musician, 3 chef, 4 beginner, 5 thug
90. A menial person is: 1 servile, 2 cunning, 3 cross, 4 deceitful, 5 severe.

MASON'S REQUISITION FOR NEW EMPLOYEESREQUISITION FOR PERSONNEL

IF POSSIBLE, REQUISITION PERSONNEL A WEEK OR MORE BEFORE ACTUALLY NEEDED.

IF NOT POSSIBLE, REQUISITION AT LEAST TWO DAYS IN ADVANCE.

DEPT. NAME OR NO. _____

DATE _____

	NO. WANTED	SEX	JOB NAME	CLASS.	HOURS TO WORK	DATE WANTED	REASON				
							INCREASE IN FORCE				
							REPLACE- MENT	WITHIN BUDGET	OVER BUDGET	SPECIAL SALE	SPECIAL WORK
REGULAR	FULL TIME										
	SHORT HOURS										
	OTHER (SPECIFY)										
TEMPORARY	FULL TIME										
	SHORT HOURS										
	OTHER (SPECIFY)										

IF TEMPORARY -- STATE FOR HOW LONG? _____

IF REPLACEMENT -- STATE FOR WHOM? _____

SPECIAL QUALIFICATIONS DESIRED, IF ANY _____

REQUISITIONED BY	APPROVED BY	OTHER APPROVAL

DATE FILLED	OTHER DISPOSITION	SIGNATURE

Side II

THIS SIDE FOR SPECIAL REMARKS
OR NAMES OF DESIRED HELP

BY PERSON GIVING ORDER _____

DATE _____

SIGNATURE _____

BY EMPLOYMENT _____

DATE _____

SIGNATURE _____

IN 1941EXECUTIVE 9-12 FOR EXHIBITION 1-10-411941-19421941-19421941-1942

POSITION APPLIED FOR				LAST NAME		FIRST NAME		MIDDLE INITIAL			
1st CHOICE				2nd CHOICE							
DATE OF APPLICATION		DATE OF BIRTH		SOCIAL SECURITY NO.		ADDRESS		CITY AND ZONE		STATE	
MO.	DAY	YR.	MO.	DAY	YR.						
SEX (x)		HEIGHT		WEIGHT		COLOR HAIR		COLOR EYES		NEAREST PHONE	
MALE		FT. IN.		LBS.						IF MARRIED-GIVE MAIDEN NAME	
										IF U.S. VETERAN	
										DATE & TYPE	
										DISCHARGE	
PHYSICAL HANDICAPS(SPECIFY)						HAVE YOU EVER			IF SO,		
						WORKED HERE BEFORE?			STATE WHEN		
DO YOU HAVE RELATIVES IN THIS COMPANY? YES NO											
IF SO, STATE NAMES											
RELATIONSHIP											
2. NAME											
RELATIONSHIP											
LAST SCHOOL ATTENDED - NAME, CITY, STATE											
OTHER SCHOOLS											
DATE FINISHED											
GRADUATE (x)											
YES NO											
HIGHEST GRADE OR CLASS COMPLETED											
SPECIAL TRAINING											
WHAT FOREIGN LANGUAGES CAN YOU SPEAK?											
SPORTS OR HOBBIES											
EVER BEEN ARRESTED (x) YES NO											
IF SO, WHEN											
NATURE OF OFFENSE											
ARE YOU A U.S.CITIZEN? (x)											
YES NO											
DEPENDENTS (x)											
AGES OF CHILDREN											
FIRST NAME OF HUSBAND											
OR WIFE											
ADDRESS											
OCCUPATION											
IN CASE OF EMERGENCY - NOTIFY											
NAME											
ADDRESS											
PHONE											
WIFE											
CHILDREN											
PARENTS (1 or 2)											
NAME OF FATHER, IF DECEASED,											
OCCUPATION											
OTHER DEPENDENTS - NO.											
AND RELATIONSHIP											
MARRIAGE NAME OF MOTHER											

READ THE LIST BELOW - MARK AN "X" OPPOSITE THE ITEMS THAT APPLY TO YOU

MARITAL STATUS		LIVING ARRANGEMENTS		WORKING EXPERIENCE OR SPECIAL TRAINING			
SINGLE	OWN HOME			ADVERTISING	ELEVATOR OPERATOR	SALES	IF OTHER EXPERIENCE,
MARRIED	RENT			BILLING	FURNITURE WORKROOM	STENOGRAPHIC	SPECIFY:
WIDOWED	LIVING WITH PARENTS			CASHIER	LADIES' ALTERATION	STOCK	
SEPARATED	LIVING WITH RELATIVES			CLERICAL	MAINTENANCE	SWITCHBOARD OPERATOR	
DIVORCED	ROOMING			COMPTOMETER	MEN'S ALTERATION	TRUCK DRIVER	
				DISPLAY	PACKING-WRAPPING	TYPIST	
				DRAPERY WORKROOM	RESTAURANT	WAREHOUSE	

TWO PEOPLE WHO HAVE KNOWN YOU FOR MORE THAN ONE YEAR AND WHO ARE NOT FORMER EMPLOYERS OR RELATIVES

LAST EMPLOYER	ADDRESS	YOUR POSITION	DATE STARTED	DATE LEFT	SALARY	REASON FOR LEAVING
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						
NEXT LAST EMPLOYER						

I hereby certify that to the best of my knowledge and belief the answers made herein are true. I am willing to submit to a physical examination at the request of the store management and if one is given I agree that my continued employment may be contingent on the results. It is agreed that my employment is without time limit and may be terminated by the company or myself at the discretion of either party. I agree to cooperate with the company in observing any labor laws for my benefit to which I or the company are subject. I agree to be bonded at the company expense. I hereby acknowledge having received notice that payments of workingmen's compensation have been provided under Chapter 152 of the annotated laws of the Commonwealth of Massachusetts by providing for self insurance under said chapter.

APPLICANT'S SIGNATURE _____

Side II

APPLICANT: DO NOT WRITE IN THIS SPACE

DATE	RATING OF SUPERVISOR		DATE EMPLOYED _____
APPEARANCE	PERSONALITY	EXPERIENCE	
COMMENTS:			EMPLOYED FOR DEPT. _____
			NUMBER _____
			POSITION _____
		Interviewer's Signature	CLASSIFICATION _____

DATE	DEPARTMENT MANAGER		STARTING SALARY _____
APPEARANCE	PERSONALITY	EXPERIENCE	EMPLOYED BY _____
COMMENTS:			DEPT. MGR. OK. _____
			REPORT FOR TRAINING _____
		Dept. Mgr's Signature	

WORKING CERTIFICATE	HEALTH DEPT. OK.
MARK X	
YES	NO
<input type="checkbox"/>	<input type="checkbox"/>

TEST RESULTS

THE HOUSE

WAS NOT A LITTLE MORE

WAS NOT A LITTLE MORE

WAS NOT A LITTLE MORE

WAS NOT A LITTLE MORE

FIGURE XIIIMASON'S GUIDE TO THE EMPLOYMENT INTERVIEW

Rating Scale:

- A¹ Exceptional
 A Satisfactory
 B Uncertain
 C Unsatisfactory

Name.....
 Job.....
 Date.....

GUIDE TO THE EMPLOYMENT INTERVIEW

(Do not show to applicant)

1. From Application BlankA. PHYSICAL SUITABILITY

1. Height and Weight?
2. Physical Handicaps?
3. Absenteeism due to sickness?

B. EDUCATION

1. Why interrupted?
2. Future plans?
3. Education right for job?

C. HOME CONDITIONS

1. Distance from Work?
2. Care of dependents?
3. Any past difficulty with dependents?
4. Marital status?
5. Living arrangements?
6. Stability of home?

D. SPECIAL SKILLS AND INTERESTS

1. Relevant special skills?
2. Relevant hobbies and interests?
3. Better fitted for another job?

E. MILITARY STATUS

1. Classified?
2. Physical?
3. Does this job have a long training period?

2. From Interview OnlyA. GENERAL IMPRESSIONS OF APPEARANCE AND PERSONALITY

1. Dress
2. Bearing
3. Grooming
4. Voice
5. Vocabulary and grammar
6. Mannerisms
7. Responsive?
8. Energetic?
9. Aggressive?
10. Can he stand competition?

B. WORK OBJECTIVES

1. Is this a stop gap job?
2. Interested in retailing as a career?
3. Ambitious enough to work hard?
4. Too ambitious?
5. Ambitions match his abilities?
6. Salary desires reasonable?

C. INTELLIGENCE

1. Enough for the job?
2. Too much?
3. Do test results match impressions?

Turnover RiskComments:Test Results:Interviewer:

FIGURE 1111

WAGON'S TRIP TO THE EXPLOSION INTERVIEW

CONFIDENTIAL

CONFIDENTIAL

CONFIDENTIAL

FIGURE XIVROBBIN'S APPLICATION BLANK

Fill Out Both Sides

Maiden Name

Name (LAST Name First)

Please Print

Address

Phone Number

Social Security No.

Have you any Physical Defects?

Male

Female

Date of Birth

TO BE FILLED IN ONLY - when necessary to satisfy the
provisions of state or federal minimum age statutes

Are you related to anyone in Robbin's?

Married or Single

Dependents

Position Desired

Do you have any special skills

Have you finished school

In case of accident notify

Have you ever been denied a Bond

Name

Address

Phone No.

Date

Signature

Side II

Name of Last Employer

Your Position

Salary

Date Began

Reason for Leaving

Street

City or State

Date Left

2nd Last Employer

Your Position

Salary

Date Began

Street

City or State

Date Left

3rd Last Employer

Your Position

Salary

Date Began

Street

City or State

Date Left

DO NOT WRITE IN THIS SPACE

Date Began

Dept.

Rate

18 Minor - Working Papers?

Blue Cross

Life Insurance

Remarks:

FIGURE XIV

ROCKING'S ASSOCIATION PLANT

KOLE'S
EMPLOYMENT APPLICATION

Name _____ Date _____

Street and No. _____ Phone _____

City or Town _____

Social Security Number _____

Age _____ Date of Birth _____ Sex _____

Single _____ Married _____ Divorced _____ Citizen _____

Health _____ Eyesight _____ Height _____ Weight _____ Defects _____

Owns Home _____ Rents _____ Boards _____ Lives with Parents _____

Nearest Relative _____ Address _____
Within the U.S.

NUMBER OF DEPENDENTS _____

EDUCATION

High School _____ Type of Course _____

College _____ Type of Course _____

Business School _____ Type of Course _____

RECORD OF EMPLOYMENT AND EARNINGS FOR PAST 5 YEARS

PERIOD OF EMPLOYMENT		NAME AND ADDRESS OF EMPLOYER	WEEKLY EARNINGS	POSITION	REASON FOR LEAVING
From	To				
			AT START		
			AT END		
			AT START		
			AT END		
			AT START		
			AT END		
			AT START		
			AT END		

Signature of Applicant _____

Employed as _____ Regular _____ Extra _____

Department _____ Rate _____ Starting Date _____

Signature of Employing Manager _____

FIGURE XV
KOLE'S APPLICATION BLANK

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PLATE 1

PLATE 1

PLATE 1

PLATE 1

PLATE 1

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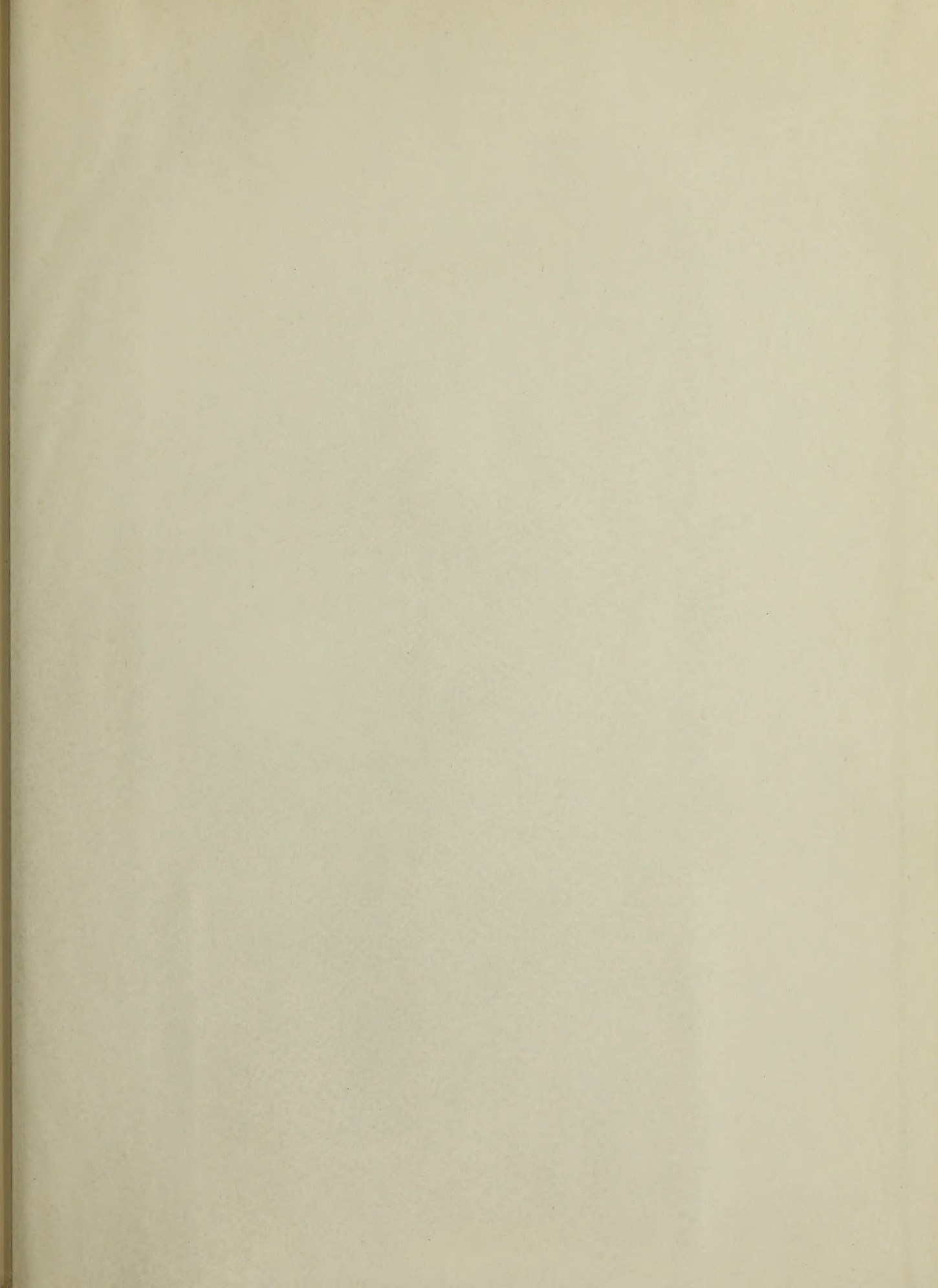
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Persons Interviewed

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22. Employment Interviewer, Teal's Department Store, Boston, Massachusetts.
23. Employment Manager, Mason's Department Store, Boston, Massachusetts.
24. Store Superintendent, Robbin's Department Store, Boston, Massachusetts.
25. Office Manager and Department Manager, Kole's Department Store, Boston, Massachusetts.



Thesis
C.1

Nagler

Nagler		Thesis C.1
Pre-employment procedures ...		
department stores		
DATE	ISSUED TO	
7 4-00	Franklin D. Roosevelt E. Daley	

400

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